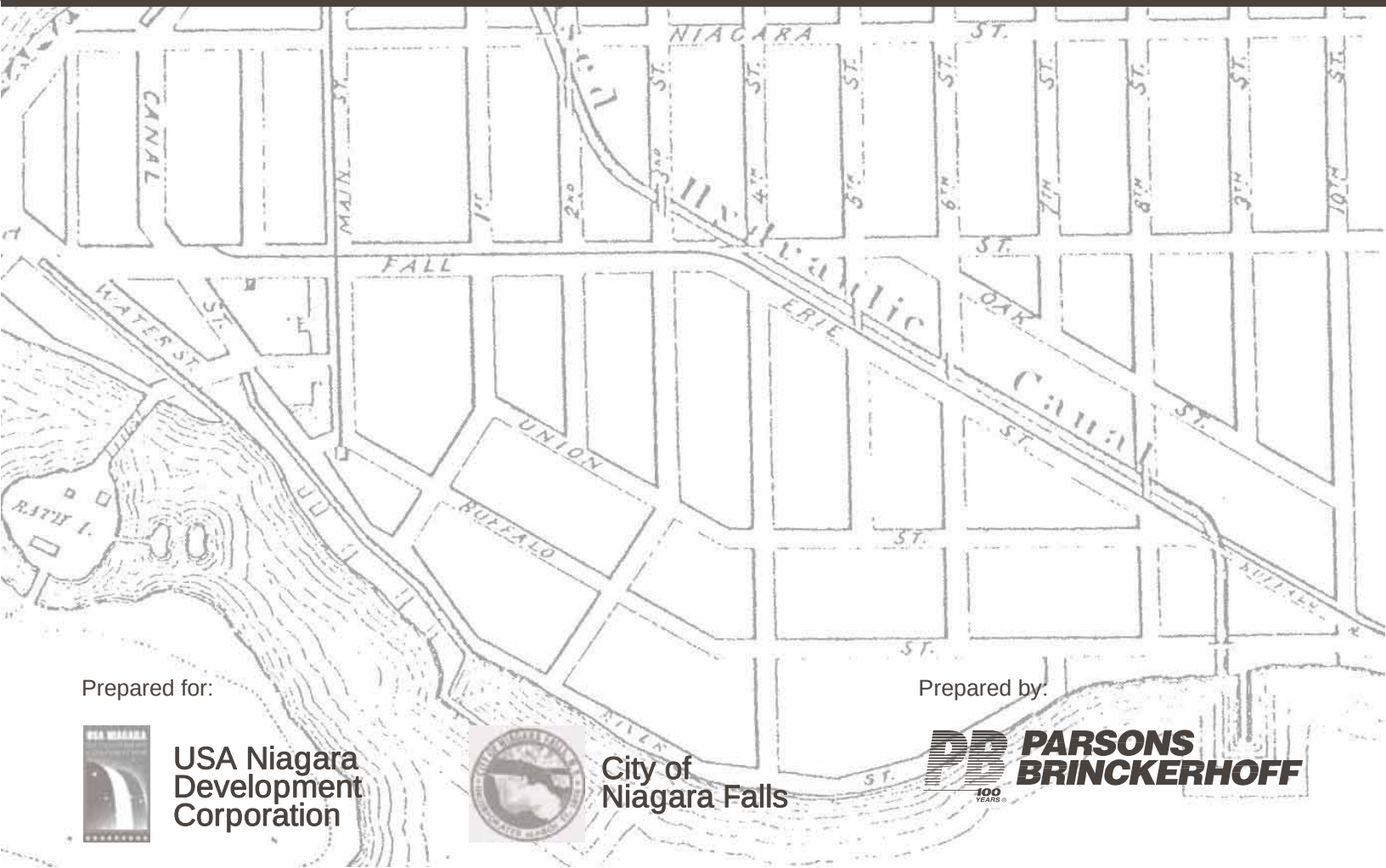
Buffalo Avenue Heritage District Revitalization Strategy

August, 2009



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EXECUTIVE SUMMARY

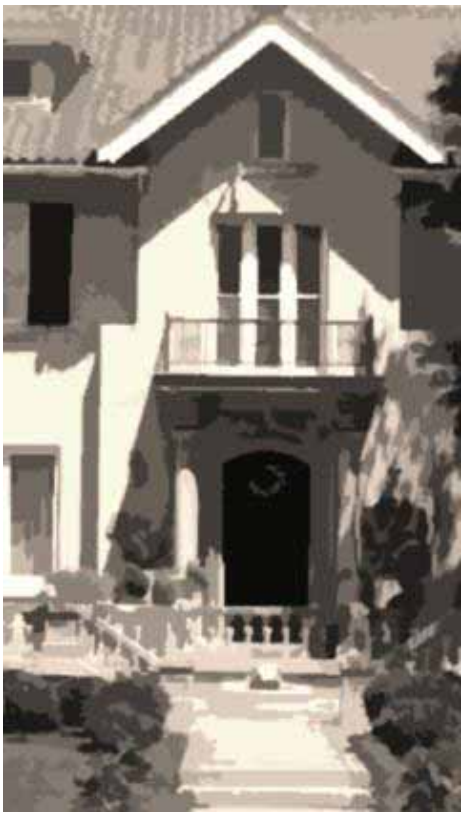
USA Niagara Development Corporation (USAN) and the City of Niagara Falls (the "City") are supporting a collaborative effort to develop a strategic action program for the revitalization of the Buffalo Avenue Heritage District. One of the oldest neighborhoods in the city, the District exhibits a unique sense of place that is enhanced by its substantial collection of historic buildings, and its distinctive location between the Niagara Falls State Park (and Niagara River Upper Rapids) and downtown Niagara Falls.

Despite these assets, many neighborhood buildings have been demolished or have fallen into disrepair through neglect or lack of financial resources. Despite these conditions, a renewed sense of optimism has begun to emerge for better capitalizing on this unique. Setting. While fledgling, this trend has been spurred by two key on-going efforts—the recognition of the importance of Buffalo Avenue in the City's new Comprehensive Plan and concrete efforts to reconfigure the Robert Moses Parkway south segment to reconnect the District to its historic relationship with the upper Niagara River.

To build upon these efforts, this *Buffalo Avenue Heritage District Revitalization Strategy* was initiated to identify specific actions that would help facilitate and foster investment in the District. Serving as the foundation to these actions are four project memorandums that were prepared early in the planning process, and include the following:

- Inventory and Mapping;
- Conditions Assessment;
- Market Assessment; and
- Opportunities and Constraints.

The knowledge gained by gathering information for these memos, including maps, data, and stakeholder sentiment and perceptions, established a baseline for understanding the fundamental issues facing the District, as well as its opportunities. Ultimately, through the process of preparing these memos, a vision for the District emerged, and the necessary actions to achieving this potential became clear.



Three distinct topic areas became the focus of this Revitalization Strategy, and were utilized as the organizing framework of this document. These topic areas include:

DISTRICT CHARACTER AND AMBIENCE—improving District appearance, preserving existing structures, and activating the District;

STREETSCAPE CHARACTERISTICS—enhancing the public realm, reinforcing the heritage theme, and increasing District access; and

DEVELOPMENT PATTERN—introducing new uses, improving investment climate, and respecting development context.

In the *Elements of the Vision* section of this document, suggested approaches to enhancing topic area components are explained. This in-depth discussion provides the reasoning and justification for the specific action items in the subsequent *Realizing the Vision* section. Comparatively short, this section touches on the challenges facing the topic areas, highlights key strategies to overcoming the challenges, and indicates expected

outcomes of implemented strategies. Also included are 30 specific action items for each of the three topic areas—for a total of 90 recommendations—to revitalize the District. In general, the three most important actions for District revitalization are:

- Preserving and reinforcing the heritage of the District and its historical development pattern;
- Organizing neighborhood stakeholders to refine the vision and to participate in the revitalization process; and
- Improving the investment climate by enhancing the delivery of public services and creating targeted financial incentive programs.

In the end, the District can realize its potential as a safe, stable, 24/7 neighborhood by overcoming perceived constraints and building on its assets. The ideas and recommendations herein are intended to enhance the District's identity and well being by adding intrinsic historical and associative value that attracts reinvestment.

With rehabilitated and new structures providing home to a range of new uses and activities, the District would once again become a premiere waterfront neighborhood for residents, as well as an important added attraction in downtown Niagara Falls for visitors.

INTRODUCTION

Buffalo Avenue is one of the oldest neighborhoods in the City of Niagara Falls. Generally bounded by Rainbow Boulevard, John B. Daly Boulevard, Old Main Street and the Niagara Falls State Park, the area is rich in history. There is a substantial collection of historic homes, some of which are listed or eligible for listing on the National Register of Historic Places. The charm and walkability of the neighborhood is further enhanced by its unique location between the Niagara Falls State Park (the "Park") —which is adjacent to the Upper Rapids of the Niagara River (the "River")—and downtown Niagara Falls.

The *City of Niagara Falls Strategic Master Plan* identified Buffalo Avenue as a key revitalization opportunity for downtown Niagara Falls. The plan recommended establishing areas around Buffalo Avenue as a heritage district. To implement this concept, USA Niagara Development Corporation ("USAN") and the City of Niagara Falls (the "City") collaborated to develop this strategic action program for the purposes of formalizing and revitalizing the Buffalo Avenue Heritage District (the "District"). Recognizing the opportunities presented by the unique characteristics of this area, coupled with opportunities presented through current plans to reconfigure the Robert Moses Parkway to reconnect to its historic riverfront, a key component of this Revitalization Strategy is the development and branding of a heritage-based theme that is envisioned as a primary tool for rejuvenating the District.

Specifically, the vision for the District reflects its unique location and heritage, and is based on the District as a:

- "PARK" NEIGHBORHOOD– the District should be considered an extension of the Park, and serve as a transitional connection to the downtown area;
- HISTORIC RESOURCE– remnants from the District's significant industrialist era should be celebrated through strategic public and private investments;
- Setting for UNIQUE DEVELOPMENT– future development should reinforce the eclectic mix of quality historical structures, and spur a range of uses and activities;
- DESTINATION– improved physical and visual linkages should help promote the District as an additional node within the larger regional tourism network; and
- SUSTAINABLE COMMUNITY– the District should exhibit sustainable values and practices through the promotion of reuse/rehabilitation, where possible, green building technology and sound economic development.

WHY BUFFALO AVENUE? ITS HERITAGE

Heritage stems from identifiable, important resources and stories of broad interest that help foster a sense of continuity with the past. The heritage that survives time, including both physical artifacts and intangible attributes, serves as a way for people to identify with authentic parts of human history. Heritage is a resource, not immediately visible that needs to be uncovered, preserved, protected, and upheld. The interpretation of local heritage helps to form a unique identity and a strong sense of place by adding intrinsic historical and associative value.

Historical neighborhoods are important to the study of American history because they provide a concrete basis that can validate stories about how we once lived. Authentic places can also substantiate memories and draw people in, giving them a literal way of touching the past. For these reasons, a well-preserved District can attract visitors from vast places who seek knowledge about American life.

The District's distinctive history and geography boast natural and cultural heritage that could serve as a catalyst for enhancing the neighborhood's well-being. For this reason, it is important to convey neighborhood heritage in a way that helps to form an understanding of the historical significance and the changes that occurred in the District over time.

The District has been endowed with a dynamic history that begs to be shared amongst residents, property owners, local businesses and visitors. The richness of the District's heritage encompasses its development and settlement as a residential and industrial community. The neighborhood began to flourish during the late 1800s when the advent of cheap electrical power spurred industrial growth throughout the City. During this time the neighborhood was one of the most prosperous areas of Niagara Falls.

Source: *In Niagara Falls Volume II*

Many leading families of large industries settled here, drawn by the dramatic views of the Niagara River. Because the District developed over a 100-year span, the mansions comprised a wide range of architectural styles of grand scale, form and vintage.

Henry Perky is of particular significance since he settled into his stately home on Buffalo Avenue across the street from his Shredded Wheat factory. This unique relationship between residential and industrial land uses gave the neighborhood a remarkable identity, and is factored into this Revitalization Strategy.

With a slightly broader focus, other prominent people influenced the shape of areas adjacent to the District. For example, Frederick Law Olmsted, an influential American landscape architect, shared his passion for the area by designing the Nation's first state park, the Niagara Reservation.

These are two of the stories to be told: Buffalo Avenue is the venue. Because of its location and rich history, the District holds tremendous potential for historical interpretation and heritage programming.

The vision for the District aims to reconstruct the built form while preserving and drawing inspiration from the existing "urban fabric" - relationships among buildings, streets, and other built forms that define the landscape. The stewardship and interpretation of historic resources can make apparent the District's identity. Awareness of these elements is critical to the District's ability to command recognition and shape the perceptions of residents, visitors and investors.

PURPOSE

With its prime location and rich history, the District holds tremendous and unique redevelopment potential in a way that differs from conventional tourist offerings downtown. In order to realize this potential, the District needs to overcome perceived constraints and build on a range of opportunities. Accordingly, this Revitalization Strategy focuses on making the most of opportunities to enhance the traditional urban fabric of the neighborhood and to improve its marketability as an attractive destination for residents and visitors.

Accordingly, a goal of this plan is to identify specific strategies and actions that promote a coherent, uniform, and pedestrian-friendly environment— one where heritage is celebrated and context-sensitive development occurs. This Revitalization Strategy is based on the following objectives:

- Recommending public infrastructure improvements to enhance the public realm and to spur private investment;
- Creating urban design guidelines to foster appropriate in-fill development and adaptive reuse of existing structures; and
- Recommending incentives to encourage development consistent with the City's proposed zoning ordinance.

This Revitalization Strategy is a significant first step to defining the future of the District. Having specific action items is essential for successfully achieving the goal of rejuvenating this neighborhood.

In view of that, all redevelopment proposals will be judged against the policies in this document. They will provide certainty for existing residents and new investors, and will speed up approval and construction of appropriate building types. In turn, they will discourage and quickly expose inappropriate ones. Collectively, these policies will be a powerful tool for attracting public and private investment and marketing the District.

A key objective of this plan is to identify specific strategies and actions that promote a coherent, uniform, and pedestrian-friendly environment where heritage is celebrated and contextual sensitive development occurs.

GUIDING PRINCIPLES

This Revitalization Strategy has been developed in accordance with principles that reflect goals and objectives. As such, the District should be described as:

Inviting

The District and its amenities are an asset that belongs to the entire region and beyond. All public and private spaces should be inviting and should contribute to the District's sense of place. The District should serve as a seamless, welcoming transition between the different downtown, State Park environments and the upper Niagara Riverfront. The District should be promoted as a tranquil destination, particularly for pedestrians.

Sharing the District's history and success should be executed in a way that attracts residents and invites visitors to the District.

A successful, inviting District is one that remains:

- Identifiable;
- Visually interesting;
- Alive year-round; and
- Family-oriented.

Attractive

Public and private investment should enhance, reinforce and create distinctive and memorable places within the District. Buildings and landscapes should be visually appealing to residents, visitors and potential investors.

Excellence in design of the neighborhood, individual buildings, transportation elements, public open space, and amenities should reflect sensitivity to massing, scale, and density. They should also take into consideration the relationships among buildings, open spaces, and the River. Designs should incorporate harmonious color, texture and material, in addition to complementary styles of architecture, hardscapes, landscapes, and signage.

Elements within the District should be:

- Cohesive;
- Well-maintained; and
- Clean.

Historic

Opportunity to celebrate the local heritage should be encouraged wherever possible. A renewed celebration of District heritage should promote a strong connection to place.

Interpretive elements within the District should foster a sense of continuity with the past. New design should carefully consider the existing historic character and complement existing architectural style.

Eligibility for national and local historic recognition should be explored to preserve and protect the integrity of buildings that contribute to the historic character of the District.

The heritage of the District should be:

- Protected;
- Supported;
- Interpreted; and
- Celebrated.

Connected

The District should serve as a junction to the many natural, cultural, and tourism assets within the downtown area, and link these resources together.

Nodes and connections should be serviced by varied transportation choices. Public transit as well as roads and trails should be safe and accessible by all, including the disabled, children and older adults.

There should be a human connection to the built environment and the upper Niagara Riverfront. District design elements should all reflect careful attention to pedestrian scale and focus on sensitive connections from the core of downtown to the District, and the District to the Riverfront.

Nodes and connections should be:

- Well-defined;
- Accessible;
- Safe;
- Well-lit; and
- Enjoyable.

Diverse

Diversity should be promoted in every sense - varied landscapes, habitats, uses, programs, and experiences - to provide greater opportunities for residents and visitors alike. Fostering the creation of new uses and activities would contribute to the unique character of the District's distinct heritage.

Also, stewardship should be shared among individuals, organizations, business owners and public entities to achieve a healthy, vibrant and accessible District. A vested interest among stakeholders would improve maintenance and safety by having more "eyes on the street".

The neighborhood should be:

- Cared for;
- Safe;
- Useable; and
- Self-Supporting.

Green

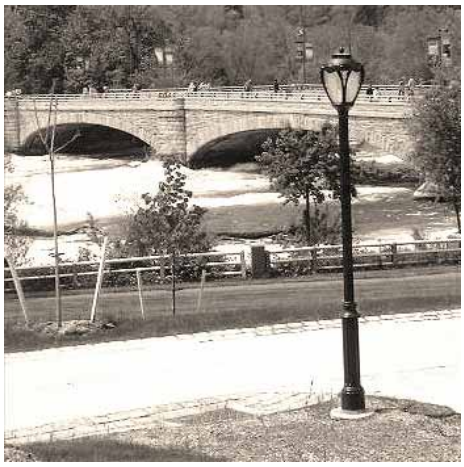
Natural features and topography should form a "green infrastructure" for the District that is supported by healthy trees, diverse landscapes, lush lawns, bountiful gardens, and inviting open spaces and parkland.

Landscaping and open spaces—in both public and private places—should enhance a visitor's experience within the District.

Existing vistas of the River and public parkland should be maintained and enhanced. Density and design of new structures should not create a visual barrier to the River or open spaces.

Natural features that enhance the experience of the District should be:

- Sustained;
- Inspiring;
- Functional; and
- Augmented.



ISSUES FACING THE DISTRICT

Initial efforts to develop this Revitalization Strategy involved documenting existing physical conditions of the District and perceptions of residents, business people, and various agency officials on the potential roots of existing challenges and opportunities of the District. The following is a summary of various recurring issues that emerged from this documentation; these are presented in more detail in Appendices B, C, D, and E, which are included in Volume II of this document.

EXISTING "PUBLIC REALM" INFRASTRUCTURE

ROBERT MOSES PARKWAY SOUTH SEGMENT There is arguably no infrastructure facility that more effects the District than the current alignment of the Robert Moses Parkway, which separates the District—both physically and in terms of perceptions—from its historic relationship to the Upper Niagara River. Completed in 1961, this four-lane expressway (since reconfigured to utilize only half of its highway lanes) is situated on an earthen embankment that fully cuts off access and views to the water from the District.

The New York State Office of Parks, Recreation, and Historic Preservation, which owns the highway, is currently undertaking preliminary design to reconfigure the road to emulate the historic features of Olmsted's design of the "Riverway". While specific design features are currently being publicly vetted, the overall effect of such a project would be to reconnect the District to the River.

STREETSCAPE CONDITIONS IN THE DISTRICT The features of the existing streetscape (e.g., curbs, sidewalks, lighting, crosswalks, etc.) exhibit deterioration that detracts from positive perceptions of the District. While some past efforts—such as installing period street lighting—have attempted to improve these conditions, overall the District lacks a sense of cleanliness and safety. In turn, opportunities to use streetscape elements to enhance continuity and sense of place as a neighborhood have not been undertaken.

ALLEYS While the District's public alley system is considered an asset that could better permit parking and service access that have fewer visual impacts upon the street, the current condition and maintenance of these alleys is a problem. In some cases, overgrowth of vegetation and lack of light have created hidden areas that facilitate illicit activities such as dumping and crime.

LAND USE & ZONING

EXISTING ZONING CLASSIFICATIONS The District's primary zoning classifications are DCD: Downtown Commercial District (along Rainbow Boulevard) and NPD: Negotiated Planned Development – Residential (for the balance of the District) has caused confusion on what is actually permitted and intended to be encouraged in the District.

In particular, the NPD classification—generally structured to permit multi-acre planned unit developments—does not match the existing character of small-lot, residential-scaled development in the District. While the City's current planning policies speak to build upon this pattern of use of these structures and similar infill for housing, professional offices, B&B/ inns, and heritage-inspired retail uses, the NPD zoning classification does not permit these types of development.

RELATIONSHIP BETWEEN VARIOUS TYPES OF DEVELOPMENT In the last three decades a number of intrusions have occurred into the District's primary development pattern. These have included the construction of mid- and high-rise structures such as the Parkway Condominiums, the Fallside Hotel, and the Holiday Inn. In turn, a number of surface parking lots have been constructed, both associated with these uses and public facilities.

These uses conflict in terms of scale, design, and associated street -level activity to the historic pattern/ rhythm of development in the District. While relatively latent now, the District could experience development pressure in the future to allow for similar high-rise development which would further impair the character of the District.

REAL ESTATE SPECULATION Similar to other areas of downtown Niagara Falls, the District has been subject to of real estate speculation, often by out-of-town and international interests. These entities seek profit

by purchasing properties and holding them indefinitely in hopes that other developers or public agencies will need to acquire them at a premium to undertake projects.

In some cases, speculators will raze all existing structures to reduce their property tax liability during their holding period. This has resulted in large swaths of the District being vacant, creating "dead-spots" in the landscape that diminish perceptions of the District.

BUILDING CONDITIONS

Of 75 properties surveyed in the District, most were found to be in "fair" condition, indicating that most of the exterior building features required moderate levels of repair, but if left unattended, could develop into major problems.

Most of the properties surveyed required extensive work in repairing "finishes" (painting, trim work, step repair, etc.) and rehabilitation of projections (porches, overhangs, etc.) and gutter/roof systems. Because of their visibility, these types of deficiencies tend to contribute more to negative perceptions by observers of the District.

PERCEPTIONS OF DISTRICT

While there is a general sense of optimism regarding the long-term future of Niagara Falls, residents/ business people in the District recognize that substantial improvements are required to realize a vision of improvement.

PERMITTING & CODE ENFORCEMENT

Similar to many urban areas, the issue of building permits and approvals can be complicated as it relates to the District. Because business owners are usually novices to the process, City officials perceive that they often have difficultly fully understanding what needs to be done to getting get approvals for improvements/ business start-ups. Conversely, business owners often portray the City as slow or less than responsive to small business needs; sometimes going out of their way to make it harder than it needs to be. Experience in many cities usually confirms that the true cause of such problems lies somewhere in the middle.

Regardless of the cause, improving the relationship and efficiency in the delivery of permit and code enforcement efforts—both in the District and Citywide—would likely prove to benefit revitalization.

SOCIOECONOMIC CONSTRAINTS

CHALLENGES TO MAINTAINING PROPERTIES. A number of socioeconomic trends have become evident that influence the ability to maintain properties in the District:

- The District has begun to become slightly more "renter" occupied than owner occupied; and
- The age characteristics of the District's residency is become more predominated by older, fixed-income households.

Absent an influx of new residents, these trends will tend to make it more financially challenging for properties to be maintained.

ACCESS TO EXISTING INCENTIVE/ ASSISTANCE PROGRAMS Most residents and business owners have a difficulty accessing City and USAN incentive programs for undertaking capital improvements to their properties. This is primarily because these programs are structured for more "Main-Street style" commercial assistance, and have minimum investment thresholds to participate (e.g., USAN grant programs require a minimum project of $25,000 to be able to receive assistance). Investment capacity/needs are often more modest in the District, yet no less important to maintaining or starting a new business that will contribute to the economic setting downtown.

COMMUNITY ORGANIZATION

Currently, there is no formal means for residents and business people in the Buffalo Avenue District to organize, however other groups (e.g., downtown business association, tourism groups, etc.) have geographic jurisdictions that often include the District. While another formal, incorporated community organization may not necessarily need to be established, other avenues of informal organization (block club, subcommittee of downtown association) could prove to help the District act and speak as one voice and be more effective in achieving their improvement objectives.

THE VISION

Developing the envisioned physical form was an evolutionary process, as illustrated in the early drafts of the plan shown below. Yet, the overall vision for the District was clear: to preserve and enhance the historical built form along Buffalo Avenue and direct higher density development to Rainbow Boulevard.

Accordingly, this vision celebrates the District's distinctive heritage by calling for the preservation and adaptive reuse of the remaining traditional urban fabric which serves as a backdrop for historical references. Also, this vision provides substantial development and investment opportunities for economic expansion within the District.

Early conceptual District diagram

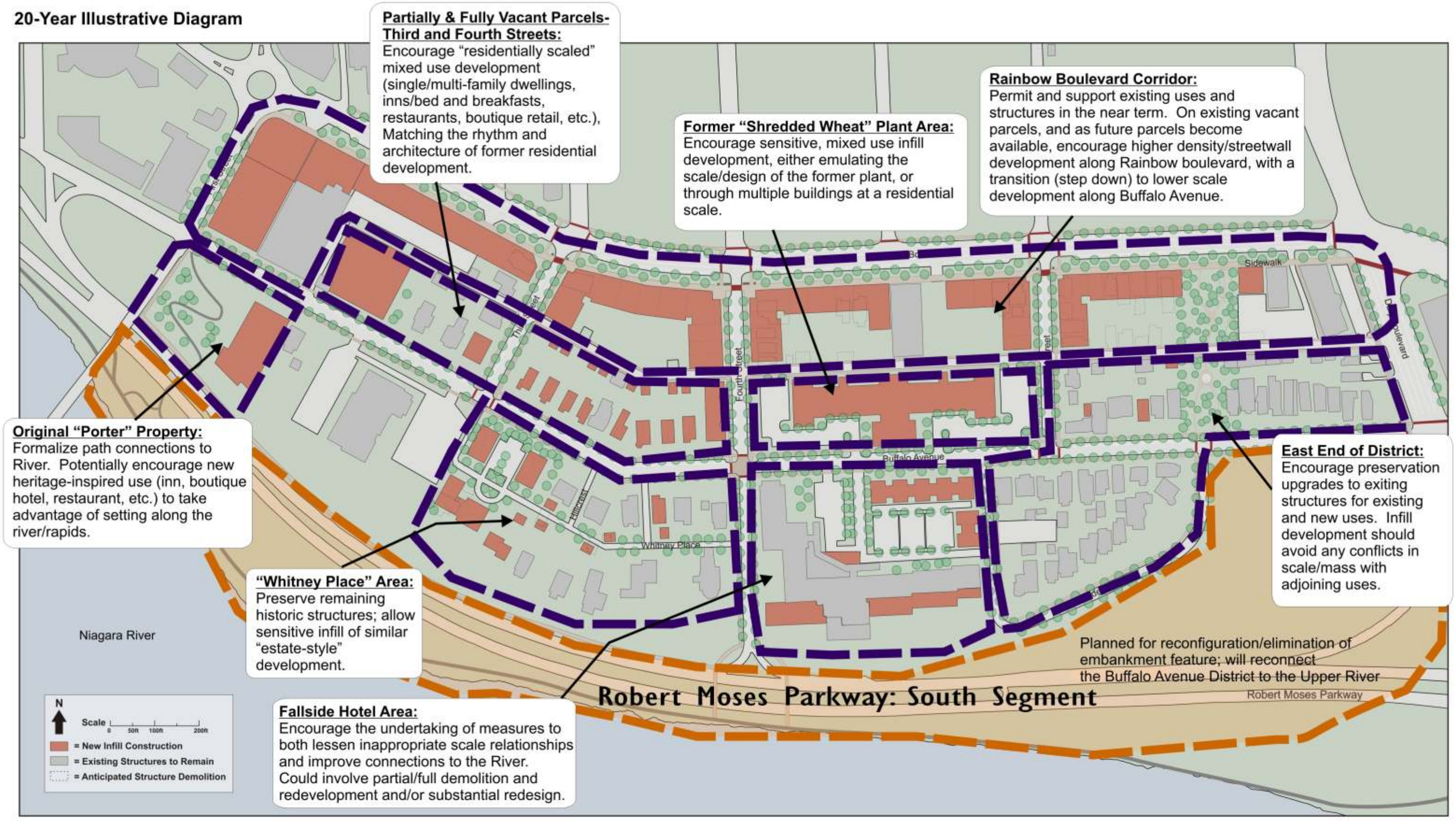
Refined District vision

While the street grid would be largely maintained in its current configuration, the proposed redesign of the Robert Moses Parkway would restore viewsheds to the River, thereby increasing development potential of the District. The Illustrative Site Plan on the following page depicts how the District could appear with new, contextually sensitive investment and development in this vision. Gray buildings indicate an existing structure to remain, orange buildings suggest new, infill construction. Clearly, this Revitalization Strategy calls for substantial new construction with some demolition to make way for new structures. However, the bulk of new construction would occur on land that is currently vacant.

It is important to note that form and density of the orange structures are not the same throughout the District. Rainbow Boulevard is envisioned to house multi-story structures with high densities that would be more commercial-oriented than Buffalo Avenue. They would correspond to adjoining downtown developments by serving as a transition point. Buffalo Avenue would maintain and enhance its residential character with infill development of similar form and scale, that corresponds to existing structures, and preserves views to the River. In addition, there could be medium-sized developments (e.g. 3-story apartment buildings), that would be required to follow stringent design considerations to ensure they contribute positively to the District's character.

It is also important to state that this is a long-term vision, and that full build-out will depend on market conditions. Moreover, this is not a construction plan, but rather a graphic illustrating the principles of the vision. This vision is introduced early in the document to acquaint readers with the long-term vision, i.e. what we are working towards. The subsequent *Elements of the Vision* describes individual components of the plan that help achieve the vision, and includes the following subsections: *District Character and Ambience, Streetscape Characteristics, and Development Pattern.*

20-Year Illustrative Diagram



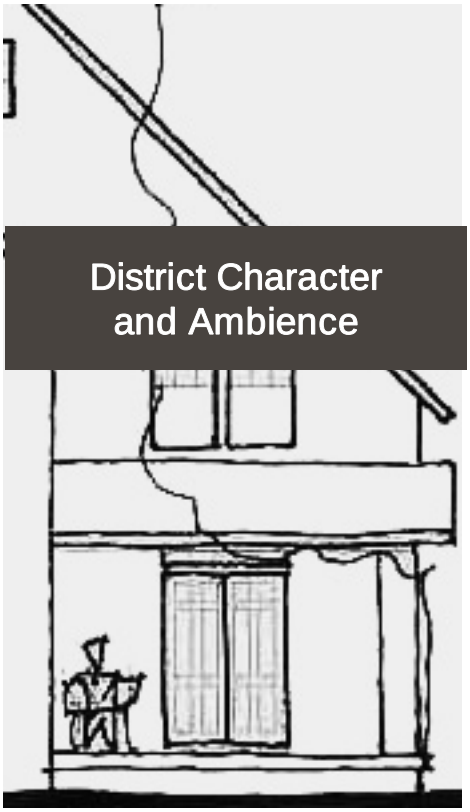
The long-term vision for the District is to preserve the historical built form of Buffalo Avenue and direct larger scaled development to Rainbow Boulevard.

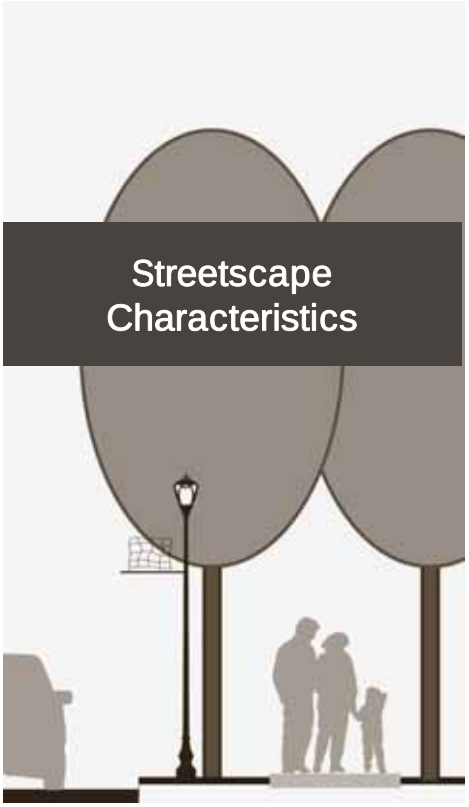
ELEMENTS OF THE VISION

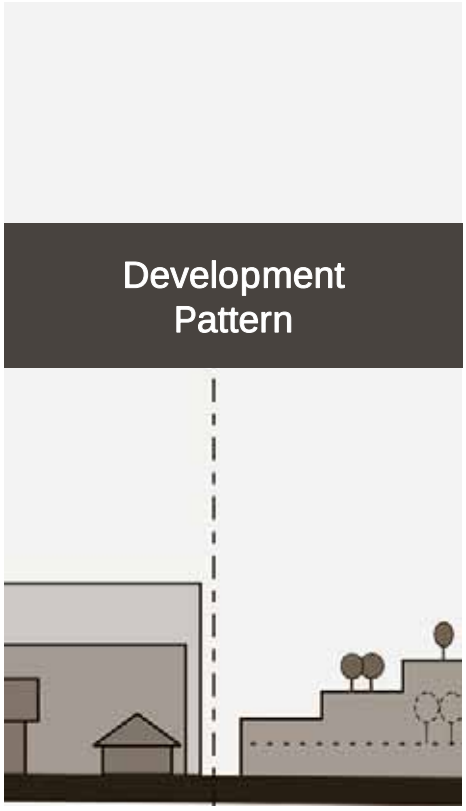
In order to enhance District visibility, improve experiences within the neighborhood, and strengthen District identity, a combination of efforts must take place. Achieving the District vision requires addressing the following three major aspects of the District that reflect the vision's priorities in both form and function:

- Enhancing **District Character and Ambience** by improving District appearance, preserving existing structures, and activating the District;
- Improving **Streetscape Characteristics** by enhancing the public realm, reinforcing the heritage theme, and increasing District access; and
- Facilitating a desired **Development Pattern** by introducing new uses, improving investment climate, and respecting development context.

These *Elements of the Vision* form the foundation for revitalization of the District by providing the justification for specific recommendations that are listed in the subsequent *Realizing the Vision* section. Although these content areas are diverse, concurrent progress in each discipline is critical to future growth for the District.







DISTRICT CHARACTER AND AMBIENCE

District Theme

The heritage that survives from the past, often unique and intangible, offers great potential for cultural interpretation. A memorable cityscape is one that tells a story that holds meaning for residents and visitors alike. Therefore, creating a District with a rich environment that encourages physical memory and familiarity starts with a unique composition of architecture and a strong sense of place.

Accordingly, an identifiable theme has emerged for Buffalo Avenue. This theme is the underlying concept that gives character, shape and identity to the entire District, and is intended to tie disparate components into a comprehensive whole. The theme has evolved through the course of this study, and is comprised of an assortment of factors, including:

- Proximity to natural assets such as the Niagara River and Niagara Falls State Park;
- The specific period architectural style prevalent in the area (late 19th and early 20th centuries); and
- Important events/people associated with the District (e.g., Captains of Industry).

The District's proximity to the Niagara River and Niagara Falls State Park, as well as its strong relationship to the City's industrial heritage are significant contributing elements to the District theme. The community settled and developed by its founding families was from the outset intended to be an industrial city. The use of the river for power and for transportation of goods made this the ideal spot for manufacturing and trade. The mid-19th Century hydraulic canal and later hydroelectric power plants brought the dream of these early settlers to reality. The natural assets also provided panoramic views from Buffalo Avenue properties. Such a dramatic backdrop drew the attention of wealthy residents who established the District's unique residential settlement pattern of ornate architectural design and features.

The leading families of the young community—the Porters, the Whitneys, the Rankines and Henry Perky—who were making industry happen at the dawn of the 20th Century, all lived on Buffalo Avenue. While every American city at that time had a fine residential street like Buffalo Avenue (Buffalo's Delaware Avenue and Cleveland's Euclid Avenue are contemporary examples), only Buffalo Avenue had among its finest residences one of the largest

factories in the city: Henry Perky's Shredded Wheat Factory. That Henry Perky lived across the street from his factory was not unusual, however the fact that owners and managers of other factories chose to build fine mansions next to his factory is unusual. For this reason, Buffalo Avenue had, within an approximately six block stretch, an identity that was both high-end residential and industrial. The juxtaposition of stately residential and industrial uses created a unique fabric that is the foundation of the District's rich history.

The Shredded Wheat legacy and the former factory itself contribute to the heritage theme. The progressive factory was where the "ideal", "natural" food was produced, utilizing pure energies harnessed from a natural and renewable resource. Affectionately known as the "Palace of Light", the facility was at the time a model industrial work place, complete with rich architectural features, abundant natural light, and a climate-controlled working environment. Even management was "enlightened" and offered social welfare to its employees in time when typical working conditions at other facilities were unsanitary and unsafe. With its utopian ideals, the Shredded Wheat legacy is an important component to the heritage theme.

The historic development of the riverfront and simultaneous development of industrialist's homes side-by-side with the Shredded Wheat Factory are unique to the City of Niagara Falls. Promoting this heritage theme will increase visibility of the District as an interesting and diverse place that provides opportunity to learn and celebrate a historic tale of American settlement. Recognizing heritage elements within the District and building on the remaining fabric from this era will add to the city's physical memory and increase the visible identity for the cityscape. By reinforcing this heritage through techniques and approaches suggested herein, the District can begin to effectively capitalize on its role as a walkable, quaint, and historic part of Niagara Falls. This theme will ultimately create a stronger presence for the District within the City of Niagara Falls, and attract a wider range of visitors.

[District] theme is the underlying concept that gives character, shape and identity to the entire District, and is intended to tie disparate components into a comprehensive whole.

Source: *home.cogeco.ca*

Heritage Tourism

Because experiencing authenticity and gaining knowledge have become top priorities for today's tourist, a dynamic travel experience often depends on unique places, structures and stories. According to the National Trust For Historic Preservation, "heritage tourism is traveling to experience the places, artifacts and activities that authentically represent the stories of people of the past." This type of touring has taken off as the fastest growing niche in the travel industry today.

Heritage seekers typically enjoy multi-faceted places that provide a range of things to do and are exciting and active year-round. Moreover, visitors are more likely to remember and return to a place filled with stimulating activity and interesting events. According to a study conducted by the National Trust for Historic Preservation, visitors will remember 10% of what they hear, 30% of what they read, 50% of what they see and 90% of what they do. It is therefore important to engage tourists in activities that link them to other attractions.

The District has the framework in place to capitalize on heritage tourism, and should be marketed as a destination with a colorful past. To attract heritage tourists and beyond, the aforementioned District theme should be enhanced and refined to help visitors learn more about the city and the region through discovery of the District's historical past using the following approaches.

… the District theme should be enhanced and refined to help visitors learn more about the [District] ...

CULTURAL INTERPRETATION

Cultural interpretation is an important part of recognizing heritage. In many ways, such interpretation provides an opportunity to educate people about important places and events, as we learn through cultural storytelling about our ancestors, hometowns and the places we visit. Therefore, interpretation is a key component to shaping the heritage-based District theme that would serve as a vital link to the District's colorful past.

Accordingly, the District's story needs to be developed and shared by all members of the neighborhood. For example, residents, neighbors, and family members should recall unique events and stories that highlight the heritage of the District, and which could be shared as part of cultural storytelling. Also, because business owners (more so than private citizens) interface with visitors, they should not only warmly welcome visitors and passersby to the neighborhood, but they should also play a pivotal role as custodians of the District's story who help provide visitors with a unique experience.

DISTRICT BRANDING

Branding is the creation and development of an identity—the logo, images, slogans, ideas and other information connected to a product—that make the product recognizable and unique. With its distinctive history as an industrial and residential neighborhood, the neighborhood should be aptly branded to help residents and visitors relate to the District in a way that reinforces the sense of place that this Revitalization Strategy embodies. For the most effective branding, a memorable name and a ubiquitous slogan should be combined with an instantly recognizable and unique logo. Once established, the District's branding should be incorporated on walking tour maps, brochures, a District-related website, and even

District-related souvenirs and merchandise. In the end, District branding would be a very useful means of associating the District with Niagara Falls and highlighting and increasing the exposure of the local heritage.

INTERPRETIVE ELEMENTS

Introducing interpretive elements would be a great way to reinforce the heritage theme envisioned for the District by communicating notable District history as well as by contributing to the District's unique sense of place. For example, interpretive panels, medallions, markers, and descriptive signage placed at historical locations would serve the dual purpose of bestowing a level of prestige on those properties as well as highlighting key components (e.g. sites, events, etc.) of the heritage theme. Additionally, wayfinding and gateway treatments would help to the set the District apart from neighboring areas, and would be an effective means of subtly introducing visitors to an important part of the city.

Furthermore, all of the interpretive elements should comprise uniform style and color. The use of a cohesive design, when added to the park-like setting of the neighborhood, would strengthen the appeal of the District as a great place for touring. A more thorough discussion of interpretive elements with specific examples can be found under the *Streetscape Elements* heading on Page 30 of this document.

TOURIST INFRASTRUCTURE

Tourist infrastructure is comprised of features and activities that make visitors' experiences easier and more pleasurable, and can help convey a specific story. For example, sightseeing tours by foot, bicycle and/or Segway scooters are terrific tourist activities that could highlight the District's heritage. Establishing Buffalo Avenue as the starting/staging point for local tours would not only draw people to the neighborhood for this purpose, but also would increase foot traffic for nearby Bed and Breakfast (B&B) establishments, boutiques, shops, restaurants, and cafes, in turn acting as an economic driver for the District.

In addition, many travelers enjoy exploring on their own. A self-guided walking tour that utilizes cell phones would be a great way to educate visitors without requiring a tour guide. Walking tour maps typically contain information that complements historic medallions and interpretive panels. Tour participants would be able to explore the District at their leisure, making this type of tour ideal for spur-of-the-moment or off-season visits. Self-guided walking tour maps should be readily available to help orient guests to historic elements as well as nearby amenities. Additionally, these publications could serve as an excellent venue for advertisements for local businesses or future events.

Also, expanding the range of enterprises/services within the District would make the District more user-friendly. Establishments like restaurants, internet cafes, and boutiques/shops are desirable amenities for travelers, and would contribute to a pleasurable experience in the District. To help foster the formation of such enterprises, aspiring proprietors should be encouraged to attend assistance and educational programs to effectively develop their business plans and to market their businesses for maximum visibility and success. Moreover, business improvement seminars should be hosted for existing business operators to enhance their service delivery. As the District improves tourist infrastructure, amenities beneficial to tourists should be improved as well. For example, the City should explore extending the frequency of trolley trips to service the needs of an expanding tourist market. In addition, the City should explore implementing a Wi-Fi zone to increase the usability of public areas within the District.

In the end, measures to increase District tourism should focus on authenticity and quality, and should contribute to the heritage theme. Most importantly, the primary goal for all District stakeholders should be to create a dynamic setting and to provide superior products and services that create an experience for visitors that is both positive and memorable—an experience that is worthy of a recommendation to others.

Historic Designation

The District is a special place within Niagara Falls, and a primary goal of this Revitalization Strategy is to uncover and celebrate the District's unique heritage. While portions of the District's physical fabric have been lost, historic designation would serve to guard against further erosion. Moreover, historic designation would help to preserve the District's heritage infrastructure by providing avenues to protect, interpret, and enhance the neighborhood's history.

Specifically, historic designation would provide opportunity for cultural interpretation of the unique settlement pattern and enrichment of historic elements that help to define the character of the District. Conveying the history of the District and designating significant elements would provide a stronger sense of place for residents and visitors alike. This in turn would restore District identity and neighborhood pride by celebrating and recognizing the distinct history of the District.

There are several facets to historic designation that would offer benefits to the District. At both the National and State level, designation (district or individual listing) would introduce widespread distinction, financial incentives, and educational opportunity. In addition, local designation would protect the District from threats that could potentially compromise historic integrity of structures.

NATIONAL REGISTER DESIGNATION

Pursuing National Register designation would add statewide and national distinction to the District. There are two areas within the District that potentially meet criteria for designation as National Register Historic Districts (see figure on next page). Within these potential districts, the National Register recognizes structures to be either 'contributing' or 'non-contributing' to the historic district, depending on the integrity and significance of the property. The New York State Historic Preservation Officer (SHPO) would determine which structures contribute to the historic district upon approval of the National Register District listing.

Placement on the National Register of Historic Places would open up eligibility to several federal, state, and private historic preservation fund sources to preserve and rehabilitate and interpret structures. These funds include tax credit programs and grants that would apply to contributing buildings within an established historic district, or to individually designated properties. The use of these funds could help to improve the aesthetic appearance and character of the District.

Upon designation, rehabilitation of properties that utilize State and Federal funding sources would be subject to The Secretary of Interior's Standards for Rehabilitation and project review by SHPO. This process ensures proper methods and materials would be utilized in the rehabilitation of eligible and National Register listed properties. USAN and the City will explore making available technical resources as well as covering nomination costs to facilitate the application process and to encourage full participation among property owners.

<u>National Register District:</u>
<u>Riverside Drive/600-700 Block of Buffalo Avenue</u>

Riverside Drive and the north side of Buffalo Avenue between Sixth Street and Daly Boulevard contain a sufficient number of eligible properties in a contiguous streetscape to consider pursuing a National Register Historic District nomination. This nearly intact collection of turn-of-the-century homes bears a significant array of architectural styles. Moreover, many of these properties boast unique vistas of the River that remain a prominent feature of the District.

Twenty-three contributing properties and seven non-contributing properties in this two-block space make a strong case for National Register Historic District designation. Although one vacant area (mid-block) would not contribute to a potential historic district designation, if treated sensitively with appropriate landscaping or in-fill, this segment would not detract from the significance of the larger area.

National Register District: Whitney Place/Hillcrest

The properties contained within the western lot lines of 327 Buffalo Avenue and 2 Hillcrest Street to the west, Fourth Street to the east, Buffalo Avenue to the north and the State Park to the south have significant qualities in support of District nomination. Ten contributing residences in this potential district make up a nearly intact collection of historically significant buildings, both for their architecture and their relationship to the city's history. The remaining two non-contributing properties have additional historic significance for association with the people who owned them: the Porter and Whitney families.

The houses along the south line on the eastern edge are mid-to-late 19th Century while the others are early 20th Century, which demonstrate a social and cultural development over a period of nearly 70 years. While there is precedent throughout the city for residences built "in back" of others, there is an entirely different occurrence in this grouping, reflecting the development of the block, and the city itself, during that time period.

A strong case for National Register eligibility could be made not only for the individual properties that contain a high level of architectural integrity, but also for the grouping.

Potential Historic Districts and Structures

As part of the Revitalization Strategy, the District should explore the aforementioned National Register District listings immediately. This would serve to introduce historic preservation to property owners, initiate protection against further loss of buildings in the neighborhood, and to spur improvements funded in part by federal tax incentives. Additionally, National Register Listing will help the District gain recognition, in turn quickly recovering the pride and confidence of current property owners and future investors.

INDIVIDUAL NOMINATIONS

Although additional buildings within the District bear significance to local history and contribute to the overall fabric of the neighborhood, their associative value is potentially not strong enough for National Register Listing as individual properties. Despite this shortcoming, the history of these properties is important to the city and adds value to the local heritage that the Revitalization Strategy embodies. For example, substantial loss of historic structures on the north side of Buffalo Avenue between Third and Sixth Streets has isolated a few properties from properties east of Fourth Street that could be incorporated into a historic district. Protection of these isolated resources is important to reinforce the heritage theme.

In particular, 162 Buffalo Avenue, the Lavinia Porter Manse, was built for Augustus Porter's daughter, Lavinia. Porter had also provided homes on the block for two of his sons. The Lavinia Porter Manse may be the only extant property in the city directly associated with one of the recognized founders of the city. Additionally, 162 Buffalo Avenue had a 100-year period of significance as the manse for the First Presbyterian Church on Second Street (formerly Rainbow Boulevard North).

An outstanding example of a frame Italianate house stands at 154 Buffalo Avenue, virtually unaltered and with all of its intricate detailing in place.

The only other original property in this portion of the District, 125 Buffalo Avenue, has been altered significantly. However, this property is important to District heritage due to its association with a former resident, a mural painter well known in the city.

Once the National Register District Designations have been explored, measures should be taken to recognize those individual properties significant to the District heritage as Local Landmarks. By acknowledging individual Local Landmarks, particularly the Lavinia Porter Manse, the District can effectively recognize and protect properties that reside outside of the potential National Register Districts.

162 Buffalo Avenue

154 Buffalo Avenue

125 Buffalo Avenue

LOCAL HISTORIC DISTRICT DESIGNATION

As District property owners become more accustomed to the benefits of historic preservation through National Register Listing, a more stringent approach should be taken to further protect neighborhood character. While National Register designation offers vast recognition to property owners and opens up funding sources, it does not offer protection against negative impacts such as demolition or inappropriate alterations when no government resources are used. Local Historic District designation would be the next step in preserving District structures. A Local Historic District Designation would provide further recognition of the neighborhood's historically significant buildings, as well as increase visibility for the entire District. Furthermore, historic preservation at the local level could restore neighborhood pride by renewing interest in neighborhood heritage.

Designation of a neighborhood as a Local Historic District is a powerful tool that could be used to enrich historic character and appearance. Such designation allows an appointed local entity, such as the City Historic Preservation Commission, to approve historic district boundaries on the basis of local criteria and local procedures. Such entity would help to protect the District through adherence to design standards and by being a participant in the permitting process.

In an effort to tie disparate elements of the District into a cohesive whole, architectural design standards have been developed as part of this study for the District to work in conjunction with the Department of the Interior's Standards for Rehabilitation. These qualitative standards have been tailored to the District's specific needs. They addressvarious architectural elements, making certain that style and material of new buildings enhance the prevalent architectural styles found within the neighborhood. Designating a Local Historic District and seeking municipal approval of these design standards would ensure uniform application to all District properties—contributing; non-contributing; and vacant—by requiring a permit review process conducted by the City Historic Preservation Commission.

Through this review process, local designation would help prevent unsympathetic "improvements" or alterations to non-contributing properties, which, while not historic, are nonetheless important components to the traditional development pattern of the District. Most importantly, a local designation would help protect significant properties from the threat of demolition by requiring a review and approval of demolition permits by the City Historic Preservation Commission.

Designation of a local historic district would support the heritage theme by encouraging property upkeep and cohesive aesthetics. The Local Historic District Designation, coupled with the District's architectural design standards would provide a guarantee that proper design and material are utilized on the character-defining exterior features of a property. These features wholly create the rich environment of urban form that encourages physical memory and develops a greater sense of relatedness, a connection to a sense of place that is integral to the vision for the District. In addition, Local Historic District Designation would ultimately create a stronger presence for the District within the city, and help to promote the neighborhood as a destination within the city and Western New York, attracting a wider range of visitors to witness and learn about the distinct heritage that the District embodies.

Despite the benefits to historic preservation, there are a few challenges for local historic district designation. Local preservation districts are sometimes perceived as restrictive resulting in financial burden to homeowners. While rigid design standards that require quality materials and delicate construction methods can be costly and cause project delays, such standards are intended to uphold excellence in design and strong historic character, and often increase property values because of high-quality work. As local district designation is explored, USAN will work with the City to overcome these perceived obstacles by educating local property owners of the benefits of district designation.

Authentic Materials

The momentum of high density development along the southern edge of Rainbow Boulevard is envisioned to continue, due in part to ongoing high density, casino-related development on the north side of Rainbow Boulevard. Also, proposed changes to the zoning code would separate the District into two zoning districts: an R4 Heritage Zone, which would reduce the permitted density along Buffalo Avenue, and D1-C Downtown Commercial, which would increase the potential value for parcels along Rainbow Boulevard. If the proposed zoning changes are adopted, smaller scaled structures would no longer exhibit the highest and best use of these sites, and would likely be demolished to make way for higher density development. Therefore, alternatives to demolition should be considered to preserve District heritage through retention of authentic building materials. Specifically, structure relocation and deconstruction methods could efficiently help preserve the historic character of the District by preventing further loss of historic elements.

STRUCTURE RELOCATION

Structures that potentially would be demolished present the opportunity for relocation to sites within the District that better suit their use and character. For example, the few remaining low density structures along Rainbow Boulevard would be good candidates for relocation to Buffalo Avenue. There are currently several vacant parcels along Buffalo Avenue that could be infilled with these relocated buildings, and these structures would appropriately fit under its recently adopted R4 Heritage Zone.

STRUCTURE DECONSTRUCTION

Deconstruction offers a new life for existing building materials that would otherwise be lost in the typical demolition process. By carefully dismantling a structure in reverse order from which it was built, many materials can be salvaged, particularly architecturally significant elements. Recycling character-defining exterior and interior elements from deconstructed buildings would be an effective means of utilizing local historic resources to reinforce the District's heritage theme.

Structure relocation (above) and deconstruction (below) could be effective means of preserving authentic building materials that contribute to the District's heritage theme.

Neighborhood Group

A critical factor in advancing the District is stakeholder involvement. Individual property owners and residents are key to the revitalization of the District because they are at the forefront of the District. They are the agents of change. They are where real progress begins. For example, their investment in their property is an enhancement to neighboring properties and to the District as a whole. Even relatively small investments such as repainting a house, landscaping the front lawn, or simply placing flower pots on front steps augment the District's charm. Such organic investment is arguably more authentic than any improvements undertaken by public entities—whose projects would supplement District ambience, and not directly create it. By organizing as a group, local stakeholders can work as a team to improve the District.

Accordingly, the neighborhood should explore initiating a group that unites all District stakeholders—residents, business and land owners—to work towards the common goal of neighborhood revitalization. This group could operate informally, seek formal designation as a non-profit entity, or act as a component to the existing Downtown Niagara Falls Business Association.

Regardless, the overarching mission of this group should be to work with residents and businesses alike. Such a group should work to enhance the unique historical character of the neighborhood, and to foster an economically healthy District. The development of an active, walkable, clean and safe District would further help to create a sense of community and belonging amongst every resident, business, and visitor. The group should serve and protect the unique and historic value of the neighborhood by supporting the neighborhood's identity through creative programming and successful marketing.

Once established, the group should take on a leadership role within the District by promoting and organizing events that are enjoyable to locals, and which would also draw new visitors to the neighborhood. Programming should focus on promoting the District as a destination by offering a variety of year-round events, and publishing informative literature and maps that highlight neighborhood features and orient visitors. The association should also develop relationships with local print, radio and television media to effectively market District opportunities and increase visibility.

Additionally, this entity should serve as a point of contact for identifying, prioritizing and communicating the needs of District residents, businesses and visitors. The group should work to build a healthy partnership with local government offices that can have a positive impact in the area. Furthermore, the group should identify a spokesperson to communicate with local government and other key players in the District's success.

In the end, the individual and collective passion and energy of local stakeholders will bring about the necessary changes to rejuvenate the neighborhood. More frankly, they bear the responsibility of doing so, for without any action from them, the best laid plans for the District will not realize their full potential. It is therefore in their keen interest to organize as a group, and to address the issues facing the District as a collective body.

STREETSCAPE CHARACTERISTICS

The District's public domain currently contributes to its negative perception. District streets and sidewalks are not maintained and in some instances are unsafe and beyond repair. In addition, the streetscape is not optimally configured, as sidewalks are attached to the roadway. This reduces pedestrian perception of safety/comfort from vehicular traffic, and leaves no space for snow storage. Existing light standards are spaced too far apart leaving poorly lit areas of the sidewalk and street. Also, no clear definition of public and private space exists, as light standards, signs and utility poles are located on the outside of the sidewalk in what have become front lawns. Finally, the tree canopy has been greatly compromised from the loss of trees over the years, and many of the remaining trees are damaged. These conditions along with a lack of coherent design among streetscape elements contribute to the image of the District as worn and uninviting.

Implementing improvements to the streetscape would not only remedy these issues, but would also create a public realm supportive of private investment and reinforce the heritage theme. With design treatments that complement the District's historical structures, these improvements would help transform the District into a more charming place. Additionally, such improvements would build upon nearby infrastructure projects such as the Rainbow Boulevard and Robert Moses Parkway redesign projects.

Circulation

A first step to improving the District's streetscape is to understand how people—vehicle drivers, bicyclists, and walkers—circulate in, out, and within the District. This is accomplished by identifying the popular destinations, places, and points of interest where people want to go. The next step is to enhance and augment the existing linkages to these nodes, and moreover to look for opportunities to create new connections.

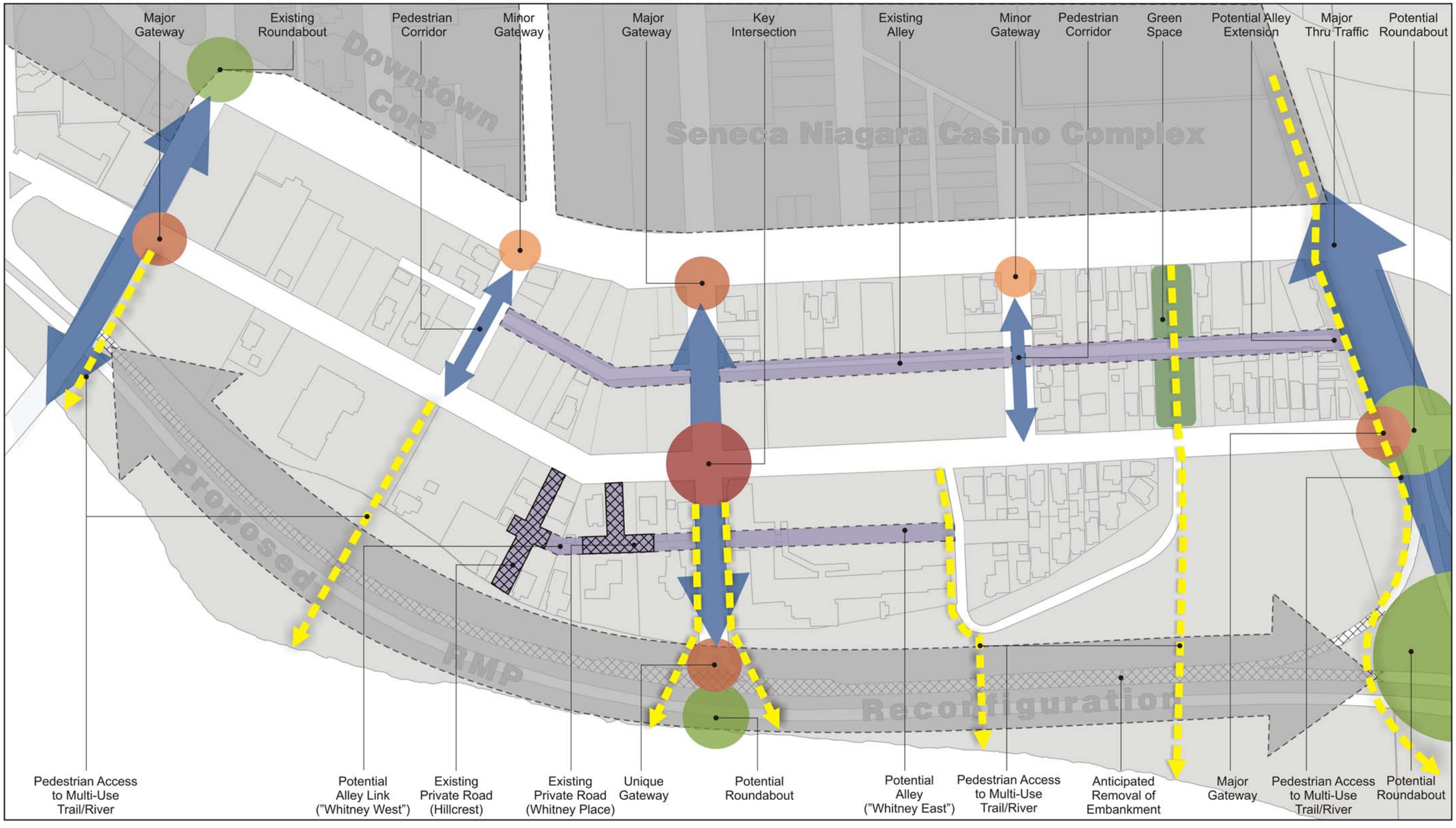
For the Buffalo Avenue neighborhood, the nearby destinations are obvious: the downtown area including the Seneca Niagara Casino, and the River including the Park. The District is advantageously located between these primary origination and destination points, and therefore needs to serve the important role of being a conduit to these two geographies. With this in mind, the District itself should become a comprehensive circulation network of streets, alleys, sidewalks, and paths to encourage movement through and within the District. As a result, the District would be more permeable, drawing more people to and through the District, thereby increasing opportunities for economic expansion of the District.

An improved and expanded circulation network would draw people to the District.

The Circulation Concepts graphic on the opposite page shows where potential circulation enhancements could occur, and how they collectively would improve access between the downtown area and the Park. In general, the concepts include a mix of enhancements to vehicular, bicycle, and pedestrian connections as well as supplementary elements such as roundabouts and gateway treatments. The bulk of these concepts would be relatively small projects that address north-south connections. The notable exception is the Robert Moses Parkway reconfiguration, which will be a major project affecting east-west linkages.

Similar to the Illustrative Site Plan, the concepts in this graphic are long-term, and should be examined over time, as changes in ownership occur, as development plans evolve, and as the progression of projects alter the landscape of the District.

Circulation Concepts



Increasing access between the downtown area and the River would create new viewsheds and points of interest for "explorers" of the District.

PATHS/TRAILS

Pedestrian connections should be expanded, including formalizing existing paths and introducing new connections. Specifically, a worn path is evident along First Street between Buffalo Avenue and the Robert Moses Parkway that should be formalized into a safe, well-identified connection. Also, an extension from Third Street would be a new connection that would be more difficult to establish, as an easement would be required along either of two properties. Yet this is an intriguing connection considering Third Street is a primary pedestrian corridor all the way to the entertainment district. Moreover, considering the grade difference at this location, such connection would create a stunning new viewshed to the River from a meandering path down the embankment. Next, Fourth Street, south of Buffalo Avenue, needs sidewalks to complete the connection to the Park. Considering the redevelopment potential at the site of the former Shredded Wheat Factory, a new connection along Holly Place would be a strategic link to the Park. In addition, a new connection toward the eastern end of the District along a portion of Riverside Drive would create a strong visual connection between Rainbow Boulevard and the River by extending the Park into the District through the creation of manicured green space on the vacant parcels between Buffalo Avenue and Rainbow Boulevard. Moreover, this connection could become a particularly significant link, as a high-rise hotel is expected to be constructed by the Seneca Gaming Corporation on the north side of Rainbow Boulevard. This structure would create a northern terminus of this viewshed, but could also draw hotel visitors into the Park via this direct connection. Finally, the connection along Daly Boulevard should be maintained, as it is the lone, existing, formalized link between the downtown area and the River.

More paths would increase access to destinations, such as the River.

ROUNDABOUTS

Roundabouts help with circulation by moving vehicular traffic efficiently without requiring vehicles to come to a complete stop. Roundabouts are also traffic calming features because drivers are forced to slow down as they navigate around the “obstacle” placed in the middle of the roadway. Designed with landscaping or art placed in their middle, roundabouts could also be dynamic amenities and focal points that contribute to the District’s sense of place.

GATEWAY TREATMENTS

Neighborhood monuments at key street intersections would help visitors navigate the downtown area and highlight entry into the neighborhood. Moreover, the presence of these strong and unique identifying features would help formalize the boundary of the neighborhood and establish a sense of arrival at the District.

Expansion of these circulation enhancements would create a more complete network system offering more opportunities to enter and traverse the neighborhood. This would not only make the neighborhood more accessible, but would also create new vistas and interesting spaces for residents and visitors to explore and to enjoy.

Gateway treatments would identify the extents of the neighborhood and contribute to a sense of arrival at the District.

ALLEY SYSTEM

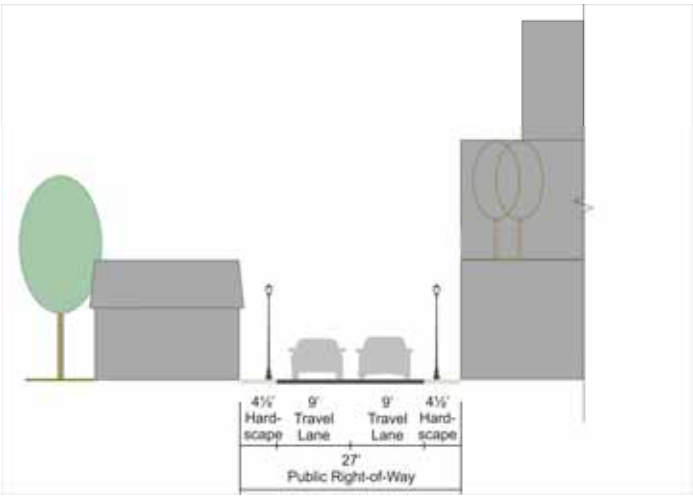
The alley located between Rainbow Boulevard and Buffalo Avenue is a key element of the urban design landscape. Although the alley is currently in poor condition, it serves an important function of providing rear access to properties that do not have driveways from Buffalo Avenue, and serving as a “hidden” location for refuse/garbage storage and collection. Preserving and enhancing this alley is important in order to improve District access and circulation, particularly for increased traffic resulting from anticipated high-density developments along Rainbow Boulevard.

However, the width of the alley is not continuous, as two of the three segments have a 27’ width and the third, the middle segment, only a 13’ width Despite being aligned along the same centerline, the width reduction essentially diminishes the middle segment to one-way vehicular access. Ideally, all segments would have the same width, but it is recognized that acquiring 14’ to match the 27’ would likely be too costly. Consequently, acquiring a minimum of 7’ feet would increase the roadway to 20’, which would be sufficient to accommodate two-way traffic and help improve turning movements of larger vehicles (e.g. delivery or refuse trucks).

Moreover, the alley should be extended to connect directly to Daly Boulevard (it currently ends at W. Quay Street) to improve circulation by reducing circuitous movements. This would require at a minimum a break in the raised median along Daly Boulevard to allow for turning movements into and out of the alley. Alternatively, the raised median could be removed altogether and the turning lane on Daly Boulevard could be configured similar to the design along Rainbow Boulevard. Should the alley be directly connected with Daly Boulevard, the remnants of W. Quay Street become obsolete, and should be removed. North of the alley, the roadway could be converted to temporary parking for visitors arriving/ departing from the existing hotel at the corner. South of the alley, the roadway should be converted into green space similar to E. Quay Street on the opposite side of Daly Boulevard. Such action would afford the two properties along W. Quay Street to have driveways (which neither property currently has) that connect directly to Daly Boulevard. In both cases, the opportunity to sell public R.O.W. to private parties is presented, and should be further explored for feasibility and practicality.

Finally, the alley should have additional lighting and should be repaved to improve safety and utility.

The alley between Buffalo Avenue and Rainbow Boulevard in better condition than present.



PRIVATE ROADS

Hillcrest and Whitney Place are roads that provide limited access to a few properties within the southern portion of the District. The roads are constructed of brick pavers that evoke a desired ambiance that corresponds with the District theme. However, these roads are actually privately owned parcels of land, which in essence discourage public access to these parts of the District. Despite this ownership status, there are opportunities to add these roads to the circulation network and to open them to public access.

It is believed that these roads were created to provide access to property that was being sub-divided and sold off as the neighborhood's stately prominence declined. If not for the roads, certain parcels would have been landlocked. Consequently, ad hoc private access was created. Regardless, the system could be completed by connecting these roads to create an additional link in the circulation network, as shown in the previously introduced Circulation Concepts graphic. Paralleling Buffalo Avenue, this link would reinforce the District's historical street pattern, and would provide additional access to more properties. This is a particularly significant consideration. More mixed-use and commercial land uses are likely to occupy the District and would benefit from such improved access. Moreover, a strengthened Whitney Place link on the west side of Fourth Street bolsters the future possibility of extending Whitney Place east across Fourth Street and through the Fallside site, as briefly described earlier.

Whitney Place evokes the character and charm that is sought for the entire District.

In order for "Whitney West" to be realized, open dialogue would need to occur with owners of these parcels as well as neighboring property owners who likely benefit from having access via these roads. Such discussion should focus on the practicality of connecting these roads and the willingness of opening them to public access. While this type of infrastructure project could be left to the development community, the City should be prepared to play an active role in facilitating this network connection. Specifically, the City could foster the formation of easements necessary to provide greater access along these roads. Alternatively, the City should strongly consider acquiring the existing private roads and lands necessary to make this connection, and incorporate them into the public domain. This would provide a more secure ownership of the roadway that would consequently ensure public access to this area of the District and establish an entity (the City) responsible for and capable of maintaining its upkeep.

Street Configuration

The configuration of a roadway system greatly influences the look and feel of its surroundings. Unfortunately, the existing roadway system of the District is not optimally configured. The primary concern with the District's **Existing** street configuration is the sidewalk attached to the roadway, as illustrated in the adjacent diagram. Such configuration precludes space for a tree lawn, which would serve as a buffer between the sidewalk and the street. This space would provide room for street lighting, street trees, signage and other streetscape elements near the curb as well as a storage area for snow.

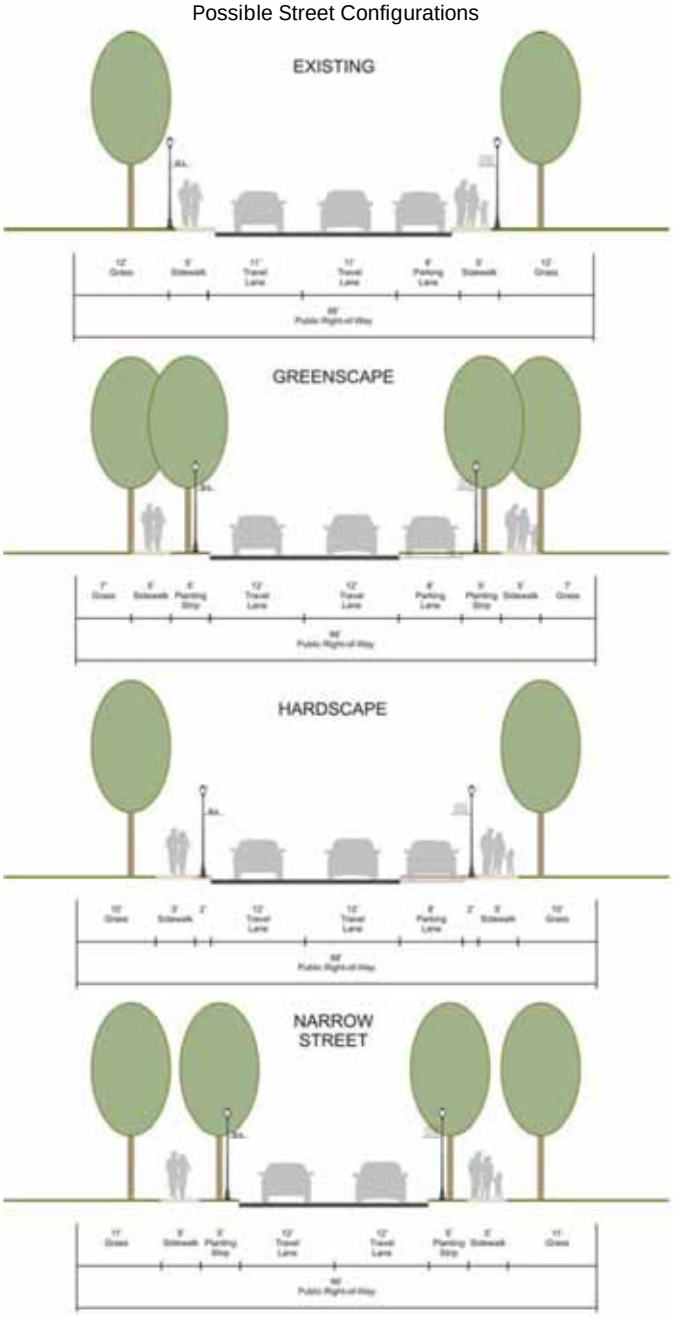
To address this issue, three design concepts were developed that would improve the function and safety of the streetscape as well as enhance the overall setting of the District. Each of the following street configuration concepts would improve the District's roadway system, yet varying tradeoffs among the alternatives result from differing placement of specific streetscape elements.

The **Greenscape** concept would maximize pedestrian safety and comfort and enhance street aesthetics through creation of a distinct landscaping buffer that detaches the sidewalk from the roadway. The new tree lawn would provide dedicated space for trees, lighting (optimally placed between the sidewalk and roadway), signs and markers. The tree lawn would also provide ample space for snow storage. The two travel lanes and single parking lane would remain.

The **Hardscape** concept is the most utilitarian of the designs. In this concept, a narrow strip of hardscape material would provide minimal space to relocate light standards, signs and markers and for snow storage. New street trees would be planted on the residential side of the sidewalk as currently exists. The two travel lanes and single parking lane would remain.

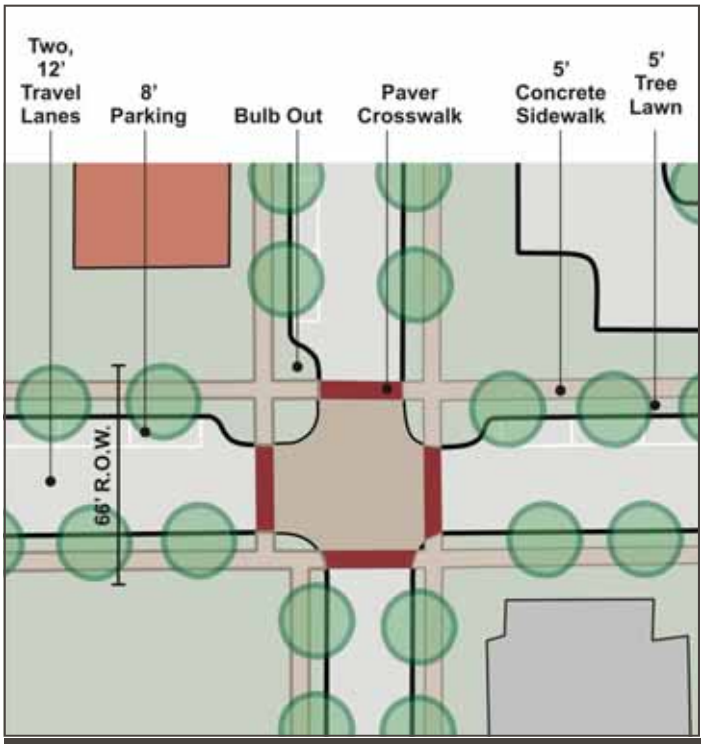
The **Narrow Street** concept is similar to the Greenscape concept, however, the tree lawn would be created from space currently dedicated to on-street parking. A double

Possible Street Configurations



row of trees would be possible in this design, which would clearly have residential aesthetic qualities. This design would include the two travel lanes, but would eliminate the single lane of on-street parking. The narrower paving and street canopy would likely slow travel speeds along the street.

While each concept offers a different approach to the configuration (i.e. width and placement of the specific components), designs that create more green space, such as the Greenscape and Narrow Street concepts, are preferred. However, as an alternative, a combination of configurations could be used—one for Buffalo Avenue and another for Third, Fourth, and Sixth Streets. The Greenscape or Narrow Street concepts are preferred for Fourth Street with the intent of enhancing the connection between the downtown area and the Park.



Potential configuration of street components to improve District setting.

It is important to note that all of these concepts could be constructed within the existing 66' right-of-way, which is a generous width considering the residential nature of the District. Street pavement utilizes 30' of the right-of-way, and is comprised of two, 11' travel lanes and one, 8' parking lane. However, for analytical purposes, travel lanes were expanded from current 11' to potential 12' widths to examine impacts of maximum widths to the overall streetscape. The existing 5' sidewalk width was maintained (not necessarily in its current location), as such width is a comfortable space for pedestrians.

In addition to these criteria, design treatments that strengthen the pedestrian-orientation of the neighborhood and reduce vehicular speeds should be utilized wherever possible. For example, the use of "bulbouts" would improve pedestrian safety by creating additional sidewalk area as a result of flaring out the curb line into the roadway. The result is three fold: 1) bulbouts reduce street crossing width for pedestrians, 2) bulbouts make pedestrians more visible in a crosswalk, and 3) bulbouts force drivers to slow down when they turn the corner, making the crosswalk safer and more comfortable for pedestrians.

In the end, the configuration of the street and the placement of its components are important aspects of the vision for the District because they are the venue for first impressions of the District. Great streets achieve a comfortable balance between the automobile, buildings, and the pedestrian, with the scales often tipped in favor of the pedestrian. Accordingly, the City can refine these concepts with input from the community before determining which design is the most practical for implementation. Still, in order to be most effective, the final design must improve the function of the public realm and uphold the ultimate goal of enhancing the pedestrian experience by incorporating thematic streetscape elements.

Streetscape Elements

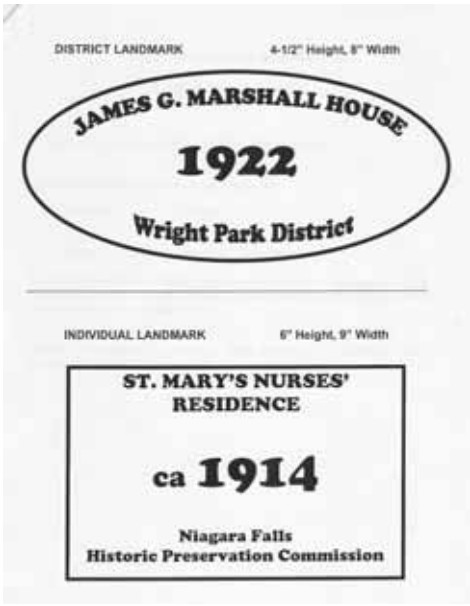
A key objective of this Revitalization Strategy is to achieve a better physical and symbolic relationship between the core of the downtown area and the Park. As previously discussed, each of the street configuration concepts would improve the public domain by completing a functional, pedestrian-friendly streetscape design. Whatever design is implemented, the individual elements of that design will need to further contribute to and reinforce the heritage theme of the District. This would be accomplished by incorporating specific street furniture, decorative elements, and gateway treatments.

Street furnishings should relate to other site furnishings as well as building architecture. They must be carefully placed to be unobtrusive yet effective, and arranged with other streetscape elements into functional compositions (see below image). Specifically, benches expand opportunities for people to use the street, especially at key points of interest. However, given the residential nature of the District, placement of benches warrants careful consideration so as not to encroach on the private domain. Similarly, trash receptacles should be easily accessible for pedestrians and trash collection. Lighting and lighting fixtures play a particularly important role in the character, function and security of a streetscape.

The existing pedestrian-scaled light standards with Central Park luminaires contribute to the unique character of the District, and therefore should be retained. Additionally, the low decorative light standards can accommodate street-level placement of signage, hanging flower baskets and other neighborhood-defining elements, such as thematic pole art, that would further enhance the District and reinforce its heritage theme.

Medallions and markers are other decorative elements that would contribute to the unique character and identity of the neighborhood as well as reflect the rich historical and cultural heritage of the District. These streetscape elements also help enliven the neighborhood's sense of place and contribute to a visually unified District.

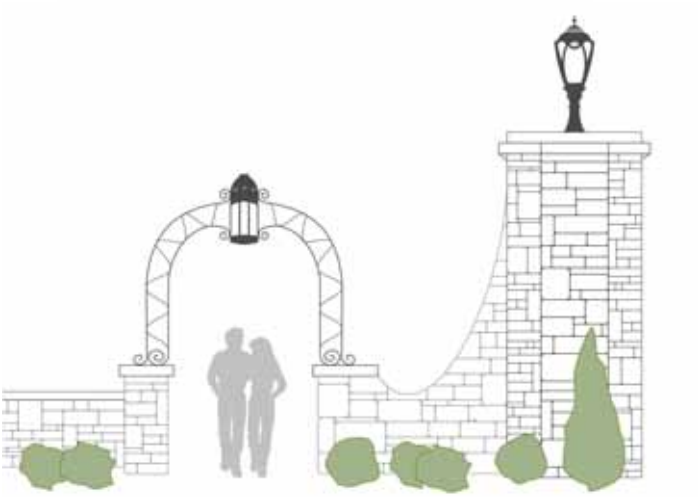
One of the more dramatic design applications would be the installation of unique gateway treatments at entry points into the neighborhood. Composed of stone and



decorative metal, the monuments would provide a sense of identity for residents, and would further enhance the pedestrian quality of the neighborhood. As depicted below, major and minor monuments would form an entry hierarchy. Referring back to the conceptual circulation graphic, major monuments should be placed at both ends of Buffalo Avenue with one at Fourth Street and Rainbow Boulevard. Minor monuments should be placed at the Third and Sixth Streets entries from Rainbow Boulevard.

Collectively, unified design elements would supplement an improved streetscape configuration, and would subtly help define the District by contributing to the unique character of the District. In turn, the District would be more interesting and dynamic, and the pedestrian experience would be improved.

Minor Gateway Treatment



Major Gateway Treatment

Streetscape Design Recommendations

Streetscape design standards have been prepared to direct future public infrastructure improvements. Specifically, the intent of the standards is to codify design elements for future infrastructure investments by public agencies, and for repair and maintenance activities undertaken by private utilities within the District's public rights-of-way. The design standards address such issues as construction materials, street trees, and light standards (among others), which collectively help to reinforce the underlying theme established for the District. A complete set of recommended standardsis attached in Appendix I.

... the intent of the [design] recommendation is to codify design elements ...

Streetscape Cost Estimates

The use of specific streetscape features inspired by the Olmsted design of the Park and outlined in the streetscape design standards would reinforce the character of the District. This section addresses the costs associated with such enhancements.

In general, the proposed street improvements would involve full depth reconstruction of each roadway segment. As part of this process, the roadbed and its foundation would be replaced. New granite curbing would be installed throughout the District. New sidewalks comprised of exposed aggregate concrete would be installed. Additional street lighting of the same style as the existing light fixtures would be installed more closely together: roughly 50 feet apart alternating sides of the street. This is approximately half the distance of the existing fixtures. Similarly, additional street trees would be installed, roughly 50 feet apart to enhance the neighborhood setting.

Because it is unlikely that full funding would be secured to address all public infrastructure improvements at one time, recommendations have been packaged into logical and achievable packages based on order-of-magnitude cost estimates for implementation by various State and local agencies.

STREETSCAPE COST ESTIMATES		
ROADWAY	SEGMENT	COST
Buffalo Avenue	First-Daly	$3,900,000
Alley	Third-Daly	$3,100,000
Riverside Drive	Including Holly Place	$1,600,000
Fourth Street (south)	Buffalo-RMP	$800,000
Fourth Street (north)	Rainbow-Buffalo	$600,000
Sixth Street	Rainbow-Buffalo	$600,000
Third Street	Rainbow-Buffalo	$600,000
	Total	**$11,200,000**

See Appendix F for a complete breakdown of costs.

Specific cost estimates for the various recommended improvements were developed through the use of *NYSDOT Region 5 Pay Item Catalog* in conjunction with *FHWA Transport* estimating software. These sources provide information for similar project components, standard engineering procedures, material estimates, and best available knowledge. Each cost estimate includes a relatively generous design contingency (30%) to address unforeseen issues at this level of conceptual planning. They also include appropriate estimates for “soft costs” (20%) for design, legal, and construction administration services. The table below lists each roadway, the segment of that roadway, and the estimated cost of that segment. Full estimates setting the basis for these estimates are presented in Appendix F.

Streetscape Phasing

Having cost estimates for specific street segments affords the opportunity to seek achievable funding amounts and to prioritize streetscape implementation. Priorities for implementation were determined through a combination of need for improvement, likely implementing/funding entity, relation to nearby recent improvements, and ability to reinforce heritage theme. The graphic on the opposite page illustrates the recommended sequencing of improvements to District street segments.

Third, Fourth (north) and Sixth Streets should be grouped together as one streetscape improvement project and implemented as a first priority. This is a logical priority since these streets and their components need immediate attention, and the collective cost for such a project ($1.8 million) is modest. Moreover, improving these streets will tie directly into the redesign of Rainbow Boulevard and improve the District’s connection with the downtown area.

The second priority should be addressing Buffalo Avenue, even though it is currently in fairly good condition. The visual impact of an improvement project, complete with uniform streetscape elements, would help galvanize the heritage vision along this primary corridor through the District.

Despite its need for immediate physical improvement, the alley should be the third priority project because its location behind buildings would not convey the visual impact of the Buffalo Avenue project. However, this does not diminish the need for immediate removal of debris and regular cleaning of the alley to improve its general appearance.

Finally, Fourth Street (south) and Riverside Drive/Holly Place should be addressed once the redesign of the Robert Moses Parkway project, which is being led by NYSOPRHP, is complete. These streets are currently in acceptable condition and do not warrant immediate attention. They do lack streetscape components, such as sidewalks and adequate lighting, that should be addressed in an improvement project. Still, the appropriate time to address these streets would be after viewsheds to the River are restored by the removal of the Robert Moses Parkway embankment.

This recommended sequencing is intended to return the greatest impact by addressing highly visible, often traveled streets that need immediate repairs. External factors, such as the timing of other, adjacent roadway projects, were also considered in this phasing. In the end, once all street segments have been improved, the District would be an enhanced, safe environment with uniform streetscape elements that reinforce the heritage theme and help define the character of the District.

Streetscape Costs and Phasing by Street Segment

Potential Streetscape Funding Sources

Investments in transportation infrastructure, even small-scale investments, can make a big difference in the vitality and identity of a community. Streetscape improvements, transit-, pedestrian-, and bicycle-oriented developments, and related strategies can bring a new vibrancy to downtown areas, commercial cores and neighborhoods. These improvements enhance amenities and ambience, and making them places where people want to live and visit. Accordingly, this Revitalization Strategy has identified streetscape improvements as an important component to rejuvenating the District.

However, making the District more inviting with new pedestrian enhancements such as secure lighting, decorative benches, planters and paving, and lush trees and landscaping will cost a fair amount of money, as described in the preceding *Streetscape Cost Estimates* section. Fortunately, there are numerous funding sources currently available to help implement these important elements into the District's streetscape.

The list in the adjacent column identifies potential funding sources for infrastructure projects in the District. These sources and their respective programs range in what is available to and required of applicants. For example, there are generally two kinds of financial assistance to projects: planning/design grants for projects in their early stages of development, and capital grants to fund construction of projects with completed plans. Also, some funding sources require local entities to contribute monies to a portion (often 10%-20%) of total project costs, whereas other sources require local entities to front implementation costs and apply for reimbursement.

Despite their varying eligibility criteria and financial offerings, these funding sources could play an important role in realizing the vision for the District. Moreover, as District projects are conceived (such as those in the *Realizing the Vision* section of this document), USAN and the City should review the applicability of such projects against these and other established funding sources to help finance their implementation.

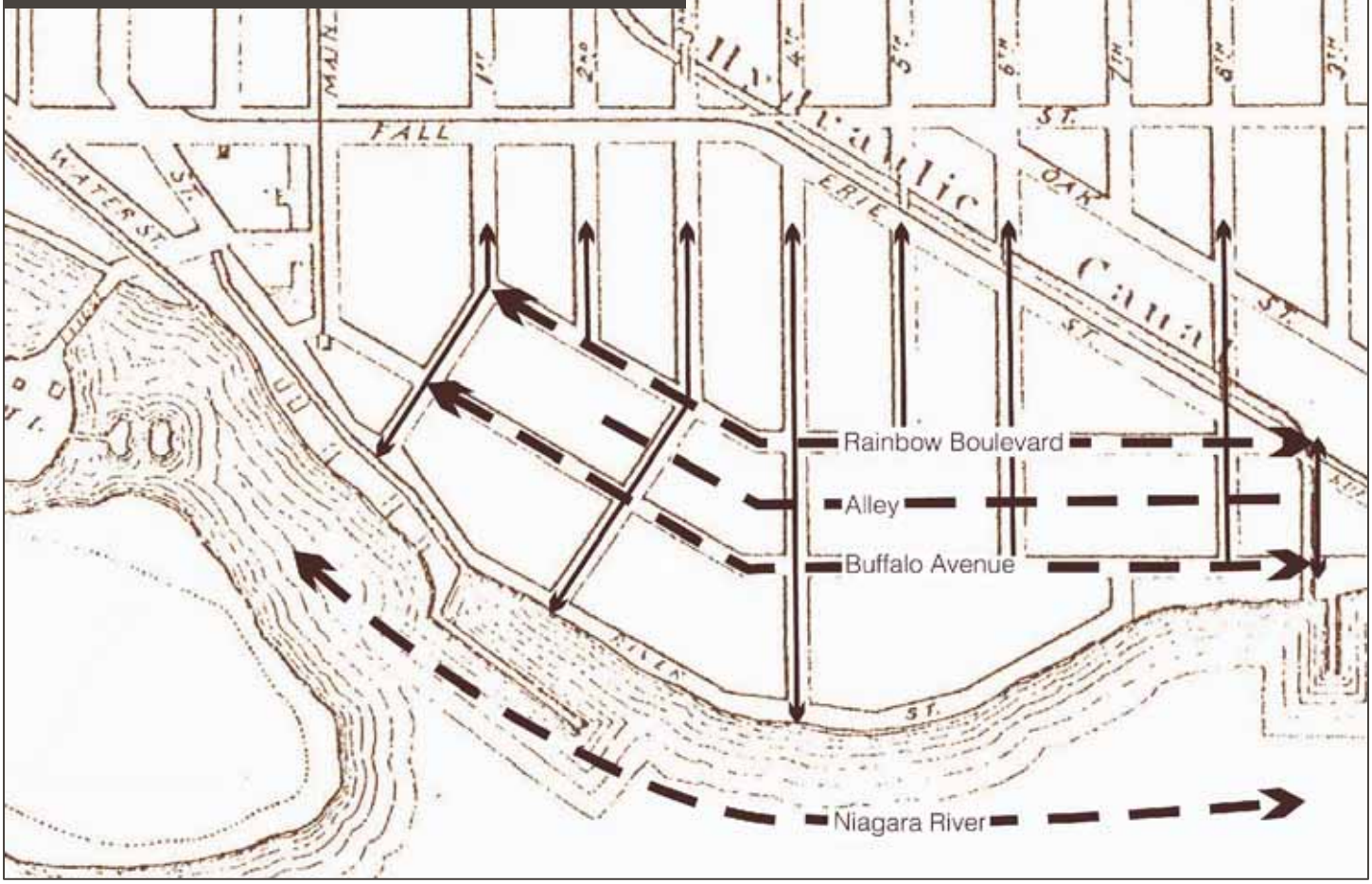
- City of Niagara Falls Capital Improvement Bond Funds
- City of Niagara Falls Community Development Block Grant Funds
- The 99-h Tribal State Compact Revenue Account Funds
- Niagara Power Project, FERC Project No. 2216, Comprehensive Relicensing Settlement Agreement Funds
  - License Articles
    - * State Parks Greenway Fund
  - Non-License Measure/Contractual Commitments
    - * Host Community Fund
    - * Greenway Recreation/Tourism Fund Host Communities
- New York State Transportation Enhancement Program (TEP) Funds
- Federal and State Highway Program
- Proposed Federal Economic Stimulus Program Funds

DEVELOPMENT PATTERN

Historic

The District's built form has been established by its historic relationship to the River. The street grid responds to this relationship, and its layout has formed the foundation for physical development within the District. As depicted in the below illustration, the east-west streets are layered in a roughly parallel manner from the Niagara River to Rainbow Boulevard. A slight bend in these roads corresponds with the shoreline of the River and further reinforces the pattern. Buffalo Avenue forms a horizontal spine through the middle. The north-south streets provide access between the downtown area and the District with limited access to the River. Fourth Street connects all three areas and bisects the District horizontally. Collectively, this roadway configuration is an important and unique organizing principle of the District, as it greatly influenced the use, form and scale of the District's development pattern.

Historical Street Pattern



RESIDENTIAL-SCALE

The District was historically a residential neighborhood distinguished by stately mansions of grand scale. Exhibiting rich architectural styles, the residences had prominent roof lines that varied in height, but generally conformed to 2½ to 3 stories, which established continuity along the streetscape. The generous spacing between homes, particularly at the western end of the neighborhood, allowed for lush landscapes and mature trees that added to the sophisticated appeal that drew many leading industrial families to settle in the District. The eastern end was more densely developed, but the structures maintained form and height continuity from the District's western end. This type of development was the predominant form within the District.

MEDIUM-SCALE

Another of form of development that existed in the District is exemplified by the former Lockeil Apartment Building. The size and scale of this structure, which once stood on the corner of Buffalo Avenue and Third Street, is an indication that larger development was historically acceptable within the District. Although a sizable structure, the three -story brick building did not dominate the District's landscape: it conformed to height continuity with neighboring residences. The structure was a good example of a corner building. It was positioned to both front and side lot lines and contributed to respective street edges. The design features of the building complemented and contributed to the District's rich architecture with strong cornice lines, appropriate floor elevations and generously articulated fenestrations.

400 BLOCK (NORTH SIDE)

The largest built form within the District was the Shredded Wheat Factory. Located on the north side of Buffalo Avenue's 400 Block, this impressive six-story structure stood prominently in the District, serving as a proud focal point for residents. Positioned along the alley, the site adorned Buffalo Avenue with abundant landscaping, and had an unobstructed view of the River. The structure was well articulated with varying setbacks, projections, and roof lines. Large window walls established uniform rhythm of windows and allowed daylight to illuminate interior spaces. The facility became a tourist destination known as the "Palace of Light". This ancestry provides a precedent for such type and scale of development at this particular site.

Former residence at 170 Buffalo Avenue exhibiting traditional built form and rich architectural detail.

Picture of the former Lockeil Building at the corner of Buffalo Avenue and 3rd Street.

Image of the former Shredded Wheat Factory along the north side of Buffalo Avenue's 400 Block.

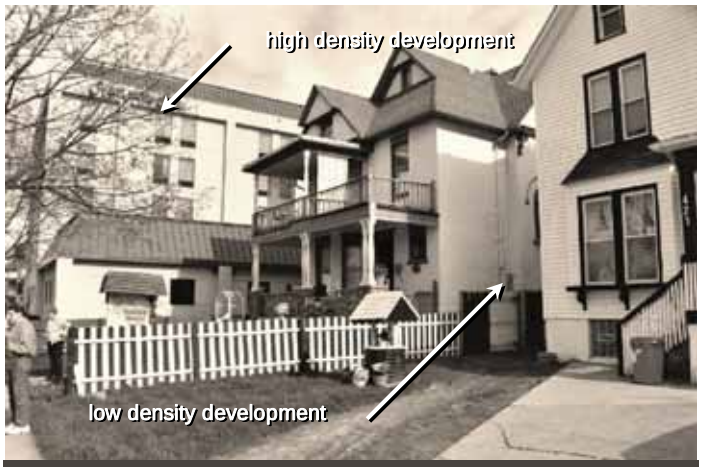
Existing

In general, the built form of the District has eroded over the years, as streetscape elements have deteriorated and buildings have been demolished and often replaced with expansive surface parking lots.

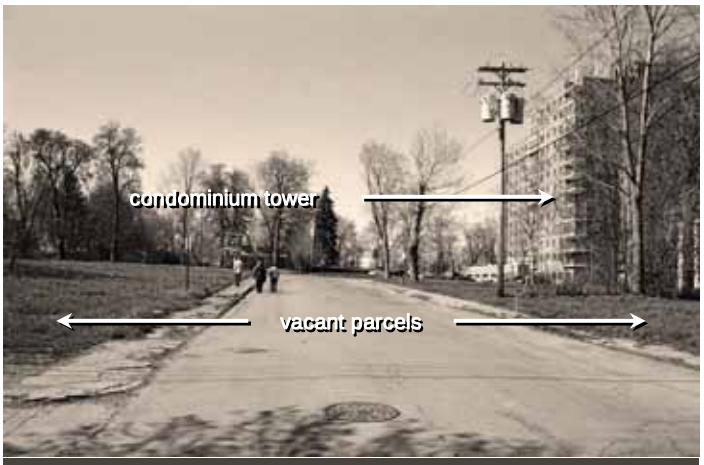
The District's street pattern remains largely intact from its original configuration (refer to *Historical Street Pattern* graphic on page 36.) However, the Robert Moses Parkway, elevated on an embankment, forms a barrier between the District and the River. Also, removal of the hydraulic canal (now Daly Boulevard) has left W. Quay Street, which abutted the canal, as an underutilized road (East Quay Street has been grassed). Third, Fourth and Sixth Streets continue to provide access into and circulation through the District, however street elements are in poor condition. Similarly, the alley continues to provide rear access to properties, but it too has fallen into disrepair.

Unfortunately, several District buildings mirror the poor condition of public infrastructure. Even worse, many buildings have been demolished, creating substantial voids in the urban fabric. Both the Lockeil Building and the Shredded Wheat Factory have been demolished. Their respective sites remain vacant, creating particularly large cavities in the central portion of the District. Such vacant land paired with the towering Seneca Niagara Casino development (just north of the District) creates an abrupt transition of built form between the downtown area and the Niagara River. This is compounded by the few remaining 2½ story structures that line Rainbow Boulevard which are small relative even to neighboring hotel structures. Conversely, the 13-story Parkway Condominium structure is disproportionately large compared to surrounding structures. Because of its location on the south side of Buffalo Avenue, the building blocks water views from downtown structures. The result is a haphazard and confusing built form that lacks cohesion and hierarchy.

However, a "step-down" framework, albeit loose, can be ascertained. For example, two pockets of original residential-scale development remain intact. These structures have varied projections and rooflines that contribute to the overall shape and appearance of the



More dense development is supplanting less dense structures along Rainbow Boulevard, thereby altering the street's land uses and its character.



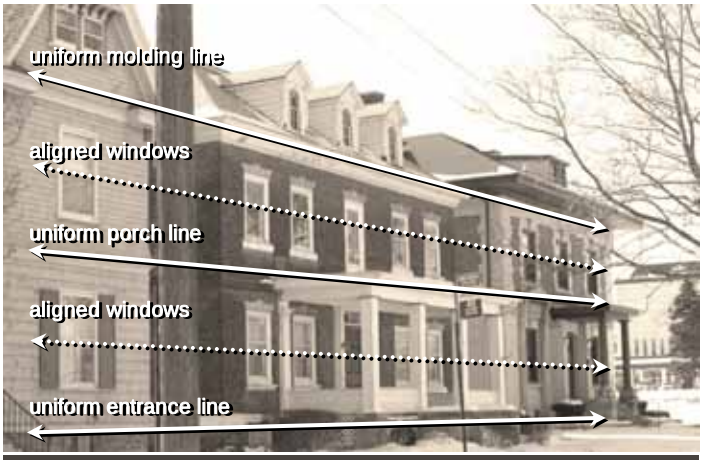
The Parkway Condominium structure towers over nearby vacant parcels.

District. The wood, stucco, brick and stone structures comprised of various historic architectural styles add appeal that ties into the heritage theme for the District.

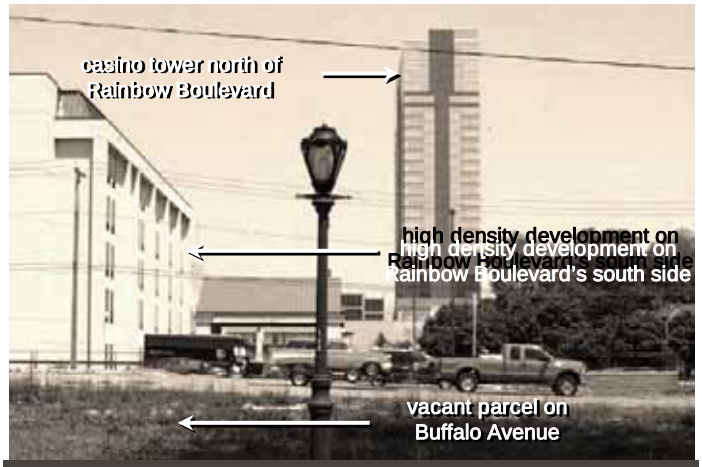
Although not in the core of the District, the apartment building that stood at 649 Rainbow Boulevard reflected the former Lockeil Building with respect to mass, form, and articulation. In addition, vertically oriented hotels line Rainbow Boulevard, helping shape the skyline for the District. These structures range in height from five to seven stories. While the massing of these structures contributes to the stepped approach, hotels rely on large surface parking lots that create substantial voids in the street wall. Additionally, the buildings tend to lack quality articulation. For example, cornice lines are not pronounced, ground floors have minimal windows and lack permeability to draw pedestrians into interior spaces, and building materials are somewhat sterile.

The largest form of development in the area is situated outside the District, but still influences the built form relationship within the District. The 26-story casino hotel, just north of Rainbow Boulevard, is currently the tallest building in downtown Niagara Falls. From this apex, other structures in the downtown core reinforce the step down including the 20-story United Office Building, the 12-story Hotel Niagara Building, and the 8-story Jefferson Apartment Building. These structures, all located north of Rainbow Boulevard, clearly exhibit high density levels that overwhelm the preferred residential-scale development for the District. For this reason, the south side of Rainbow Boulevard, which is the northern limit of the District, is a critical edge of the District that helps soften the transition between the downtown area and the River.

The diversity of urban forms within and near the District can be attributed to the general decline of the city and sporadic redevelopment schemes. Such diversity has resulted in an array of conditions that necessitate careful consideration and in some instances unique treatment of site design and building mass to ensure that a cohesive built form is established. More specifically, existing vacant lots within the District present opportunities to construct appropriately scaled infill development that would reinforce the historic and ideal built form hierarchy.



Contiguous historical structures along Buffalo Avenue that exhibit individual architectural style, but all adhere to basic design principles that unite the structures.



Stronger relationships among structures in and around the District would help reinforce Niagara Falls' built form hierarchy, a key urban design principle.

Future

The District still maintains an identifiable built form connected to its distinctive past. In order to protect and enhance this form, street infrastructure improvements and new structures should be comprised of appropriate scale and quality design to reinforce and complement the neighborhood character.

Although no major alterations to the street grid within the District are envisioned, the anticipated redesign of both Rainbow Boulevard and the Robert Moses Parkway would have significant positive impacts on the District's north and south borders. In addition, the potential for a more complete alley system could improve circulation through the District and access to particular properties.

While more completely addressed in the previous "Streetscape Characteristics" section, new investment in the neighborhood should begin with enhancements to public infrastructure, as such investment would result in a relatively quick makeover of the entire District and demonstrate a commitment to the neighborhood's revitalization. The improvements should promote a walkable street environment by taking into account the proximity of the Park and incorporating elements that help extend its tranquil setting into the District. Ultimately, improved streetscape elements (i.e., pavement, sidewalks, lighting, furniture and neighborhood monuments) should consist of appropriate scale, material, and color that contribute to the District's shape as well as respect the built form of neighboring structures.

It is critically important to protect viewsheds to the Park and River utilizing appropriate urban form. Therefore, new infill development on the many vacant parcels must build upon the existing urban fabric by responding to neighboring building proportions and land uses. Specifically, massing and scale of future development should preserve views of the water and parkland from other District buildings. Enhancing the loosely established stepped-down built form from north to south would help to avoid development that towers over neighboring structures and consequently blocks southern viewsheds. Moreover, this stepped-down form softens the transition from large-scale buildings to the residential-scale community and minimizes negative impacts of shade and shadows. In the end, appropriate placement and height of infill development should maximize panoramic views (potentially from rooftop gardens/patios), and result in increased aesthetic and economic value for more District properties.

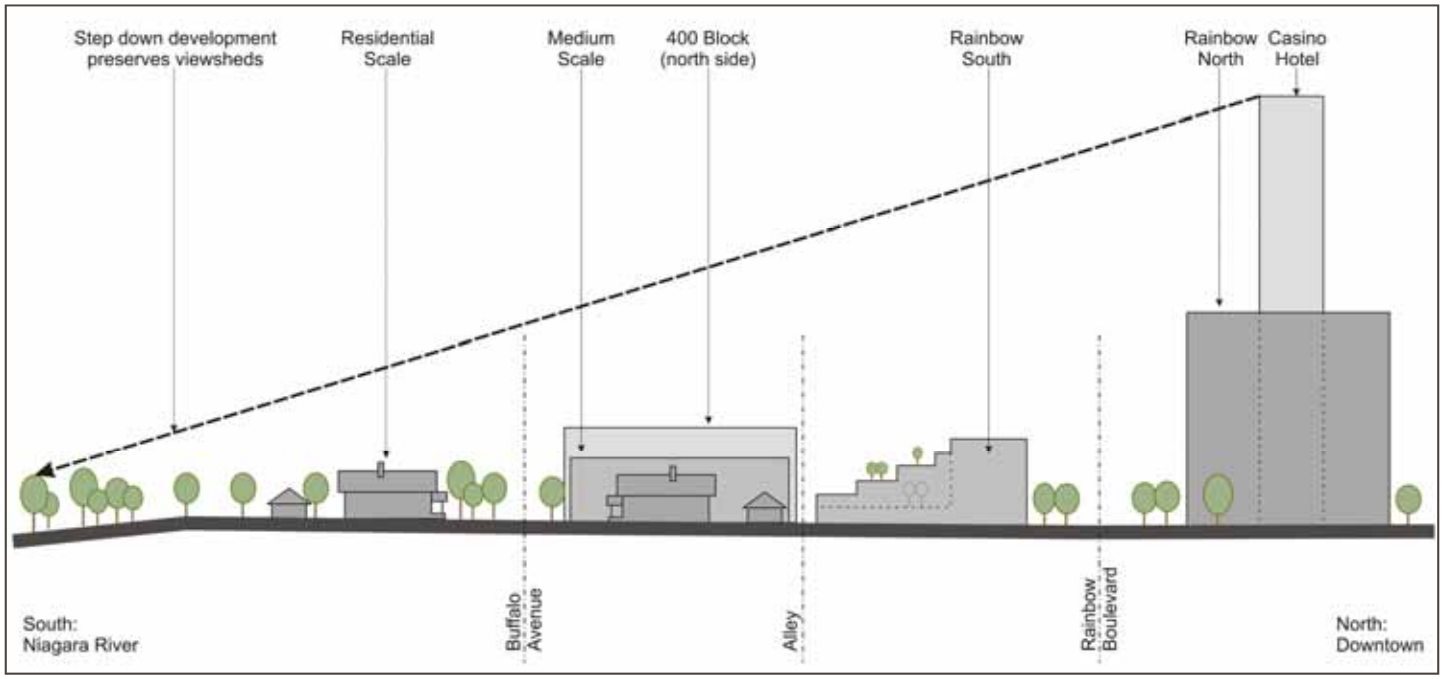
At the base of the stepped-down built form is residential-scale development. This is the preferred built form, and should make up the bulk of new development. Any new construction of this development type should respond to the proportions of the late 19th and early 20th century structures that are common in the District. Accordingly, their design should reflect the original elements of the immediately adjacent residential buildings with respect to mass, material and articulation.

There are a few locations within the District where the assembly of parcels would allow for medium-scaled development. While this type of development is acceptable, it is not the preferred type, as only a couple instances have historically occurred in the District. Overuse of this type would potentially dominate or overwhelm the District's built form. In the few instances where such development could occur, careful consideration must be paid to the context and design of surrounding buildings. Moreover, the placement and height of medium-scale development should help to reinforce the stepped-down development pattern of the District.

The north side of Buffalo Avenue's 400 Block presents a unique development opportunity because it is currently a sizable vacant area in the core of the District, and it is the site of the former Shredded Wheat Factory. For these reasons, this site could be developed as a modern interpretation of the former factory and reestablish it as a focal point of the District. In order to celebrate the District's heritage appropriately, any construction of a structure similar to the former Shredded Wheat Factory must be expressive of the original structure's form, scale and design (see *Buffalo Avenue Architectural*

Design Standards in Appendix J for specific design criteria). It is important to state that this site's unique history presents an *opportunity* to develop an interpretation of the original structure. However, this plan does not necessitate such a building be developed. In fact, such a structure would be an exception to the proposed zoning changes. Smaller scaled developments would be permitted and would also reinforce the District's historical built form and massing.

The last built form envisioned within the District is large-scale development along Rainbow Boulevard. With even larger development to its north and less dense development to its south, the south side of Rainbow Boulevard is a key transition point to help reduce the strong vertical contrast between these two geographies. Development on Rainbow Boulevard's south side should continue to evolve from low rise to high rise development, i.e., the few remaining residential-scale structures should give way to more intensive uses. New development in its place should be five to seven stories in height, matching the existing hotels. However, new buildings should exhibit strong articulation and have active and viable uses at street level, and a better street presence, than the existing hotels. The Hotel Niagara and Jefferson Apartment buildings are sound examples of good street presence. To further ease the step down and because of its key location, the individual structures along Rainbow Boulevard could be stepped down, particularly along the side streets (see illustration on page 44). Stepped-down structures would help soften the abrupt transition from large -scale development along the face of Rainbow Boulevard into the smaller scaled structures along Buffalo Avenue. Such design would also create opportunities for rooftop use and maximize southern exposure for views of the River.



Downtown Niagara Falls exhibits a "step-down" development pattern from the downtown area (right) to the river (left).

Development Scenarios

A highly visible commitment by USAN and the City to providing quality, walkable public spaces (streets, sidewalks and open spaces) will signify a positive commitment to the District and to the investment community, and will help reinforce the heritage theme for the District. However, property owners may not understand fully how their projects would interlace with this emerging heritage theme or they could enhance the character of the District.

To help convey the dynamics of improving property within the District's historical context, the following five prototype development schemes were prepared. The prototypes serve three purposes: (1) to demonstrate how the District could appear in the future with new infill development (recall the orange buildings on the Illustrative Site Plan); (2) to illustrate the application of proposed design guidelines; and (3) to analyze financial feasibility of undertaking property improvements.

An illustration/photo depicting the mass and form of each prototype is included to help communicate and define the development scenarios. Also, a typical development budget was prepared for each scheme, and includes architectural/engineering fees, permit fees, construction costs, interest on construction financing, and any loss of rent during construction. These detailed estimates are included in the appendix of this document, but are briefly explained in a later section "Financial Analysis".

SCENARIO 1A:
EXISTING RESIDENTIAL REHAB

The existing neighborhood fabric is primarily comprised of 2½ to 3 story, residential structures, which have a commonality of mass and density such that they can be treated as a cohesive element in the District. Scenario 1A focuses on rehabilitating these structures as private residences in an effort to preserve the District's historical fabric and to retain these vital components of the District's heritage theme.

This domestic-sized development type with varied mass blocks, bays, porches, gables, dormers, and porte-cocheres should continue to be the predominant built form of the District.

SCENARIO 1B:
EXISTING RESIDENTIAL STRUCTURE ADDITIONAL REHABILITATION (CONVERT TO BED & BREAKFAST)

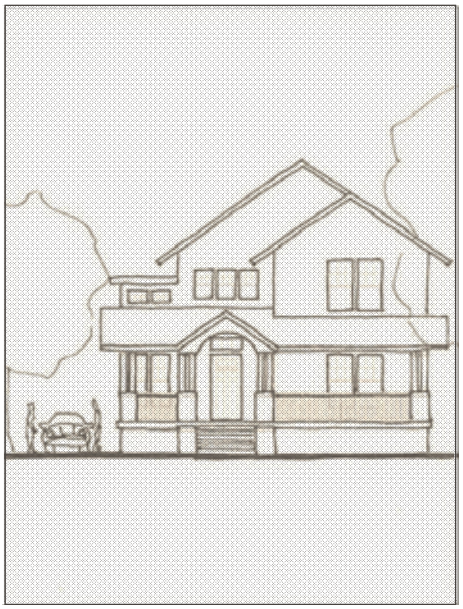
Scenario 1B is similar to Scenario 1A in that it is also an existing structure to be rehabilitated. The difference between these two prototypes is that Scenario 1B would be an investment project that would generate revenue.

Specifically, Scenario 1B is an example of converting an existing residential structure to a Bed & Breakfast (B&B). This prototype would generate revenues to offset improvements, however, higher construction costs would result from additional improvements required by code to operate a B&B.

SCENARIO 2A:
NEW RESIDENTIAL INFILL STRUCTURE

The existing neighborhood fabric would be supplemented by the contextually sensitive infill development of Scenario 2A. Inspired by former and existing stately homes, these new, single-family residences would reinforce the heritage theme by being constructed in a shape and form that respects the traditional fabric (late 19th and early 20th century) of the neighborhood.

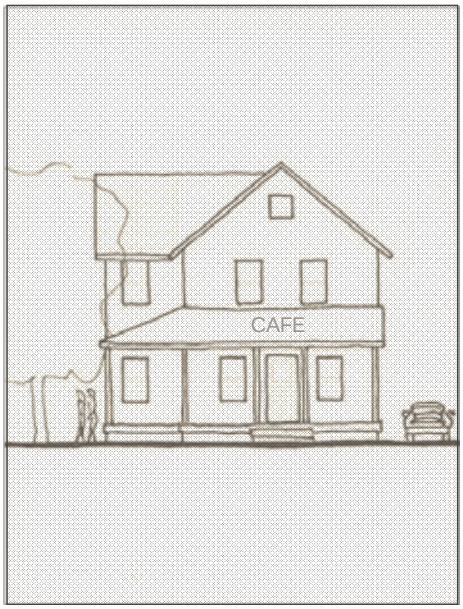
In addition, this prototype would address underutilized property by constructing new, residential developments on vacant land. Also, this scenario offers the development community an opportunity to construct modern residences in a premiere location of the city.



SCENARIO 2B:
NEW MIXED-USE RESIDENTIAL/ COMMERCIAL INFILL STRUCTURE

Scenario 2B is similar to Scenario 2A in that the shape and form would be about the same. The difference between these two prototypes is that Scenario 2B would be an investment project that would generate revenue. Specifically, this development scenario is envisioned to house a commercial/retail operation on the first floor and two apartments on the upper floors.

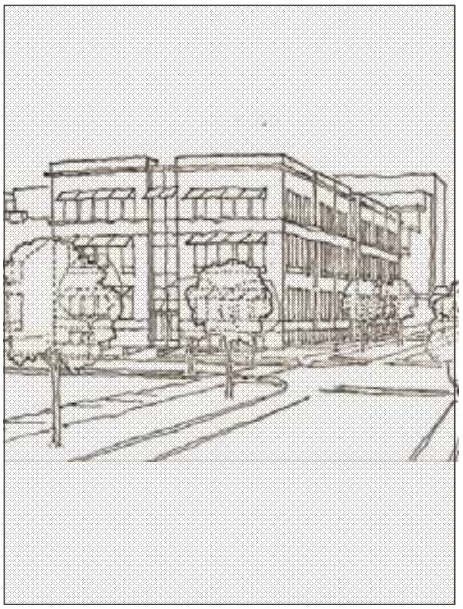
The shape and form of this development scenario meets the objective of reinforcing the traditional fabric sought in the design theme. Moreover, allowing a mix of uses broadens development options for an investor, and helps activate the District.



SCENARIO 3:
NEW MEDIUM DENSITY RESIDENTIAL INFILL STRUCTURE

Envisioned as a low-rise apartment building, Scenario 3 is the largest of the development scenarios. Because of its relatively large size, there are only a few locations in the District where such form would appropriately fit into the urban fabric. Still, this prototype is an integral component for this Revitalization Strategy.

The concept of an apartment building in the District is within character of the desired heritage theme, as the Lockeil Apartments once stood at the corner of Buffalo Avenue and 3rd Street. This apartment complex established historical precedent and provides a reference for design considerations of new structures. This is reflected in the design standards.

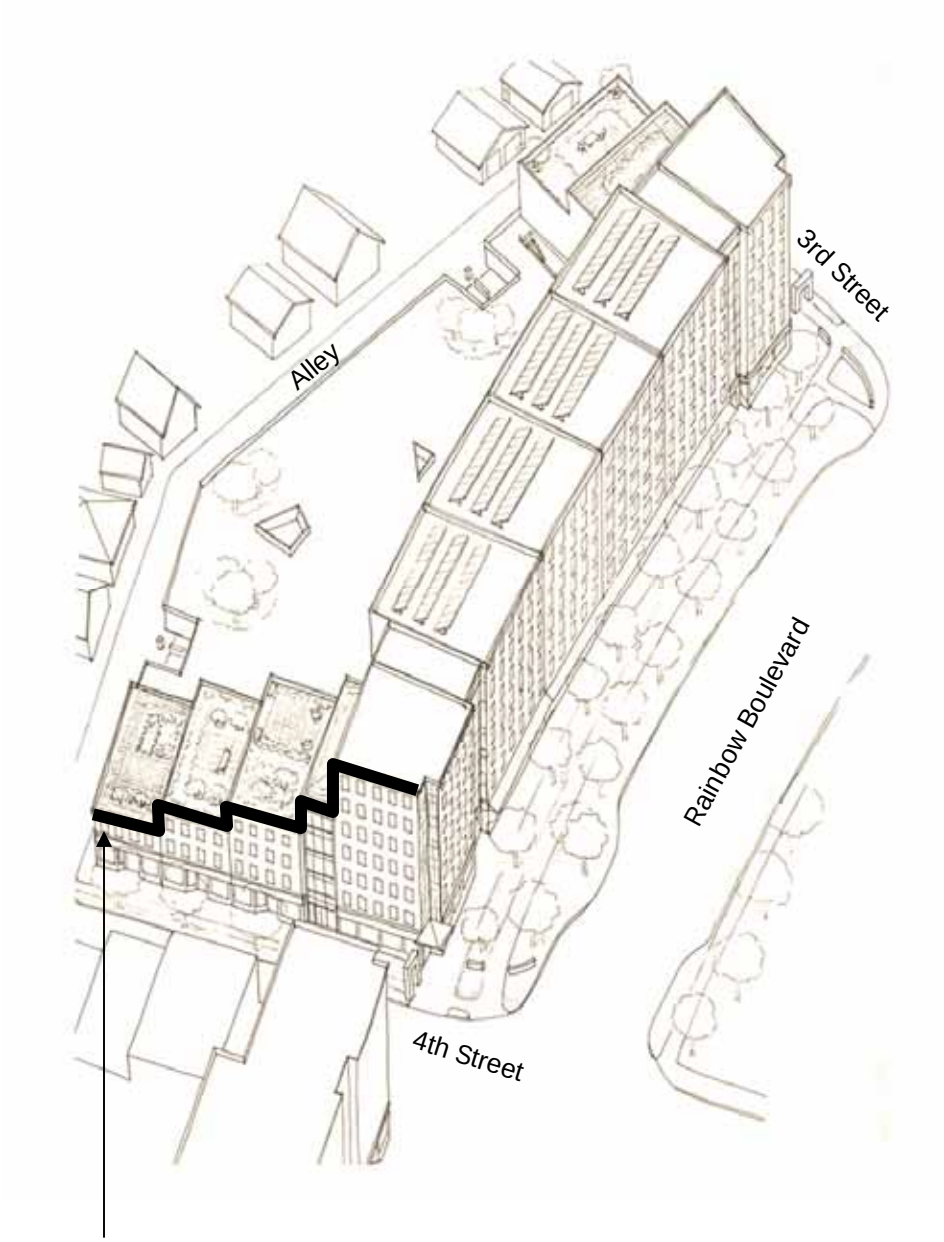


Large-Scale Development—Rainbow Boulevard

While the focus of this Revitalization Strategy is on reinforcing smaller-scaled development, large-scale development is likely, and even encouraged, to occur along Rainbow Boulevard. In fact, this area (between the alley and Rainbow Boulevard) is very important because it forms the significant northern edge of the District that interfaces with the downtown area. Also, the potential built form in this area is significant as it would help the transition between high-density, downtown development to low-density, neighborhood development that is south of the alley.

The adjacent illustration was prepared to convey relevant size and placement of development that would be allowed under the proposed "D1-C" zoning classification. The 80' maximum building height along Rainbow Boulevard would help with the transition between downtown and the District. In addition, a design consideration for Rainbow Boulevard development should include step-downs along the side streets to further ease the built form transition.

It is important to note that this analysis of development along Rainbow Boulevard is focused on its scale and relation to the surrounding development pattern. Unlike the preceding scenarios, this development example is not financially analyzed as part of this study since existing programs address projects of this size.



Step-down along side street

Architectural Design Standards

To help reinforce the heritage theme sought for the District, design standards that address architectural components of buildings were developed, and are included in Appendix J. Traditional design of former and existing historical District buildings, particularly with respect to massing, scale, materials, colors, and architectural features, served as a reference for the design standards. Adherence to the design criteria will help to protect the historical integrity of existing structures, and ensure quality construction of new structures that are compatible with existing District building fabric. Accordingly, the *Buffalo Avenue Architectural Design Standards* apply to both existing buildings and new, infill construction.

However, these design standards are not appropriate for the anticipated development along Rainbow Boulevard. For this reason, the program area for USAN's existing design standards should be expanded and applied to the south side of Rainbow Boulevard. The urban design principles of these standards more appropriately reflect the type of commercial development anticipated here than the *Buffalo Avenue Architectural Design Standards*. The adjacent figure depicts where the respective program areas would apply.

Financial Analysis

Any investment decision, rehabilitation or new construction, involves an expenditure of dollars that adds value to a property. For most property owners, the decision to invest is only made when the value added at least equals the cost of the improvements. To gain a better understanding of the financial realities of such improvements, a key component of this Revitalization Strategy was to analyze the permitting, construction, and financing costs of each recommended development scenario and the assumed increase in property taxes resulting from property improvement.

The table titled *"Construction and Financing Assumptions"* on the next page summarizes the assumptions of development scenario attributes. The scenarios vary by construction type and size (square feet), and this lays the groundwork for the financial assumptions.

One of the first steps in the analysis was to prepare cost estimates for rehabilitation of existing structures as well as for construction of new buildings. In Scenarios 1A and 1B, which are existing structures that would be rehabilitated, the costs would include work necessary to bring the structure into code compliance. The remaining scenarios would be new construction projects, which are generally calculated on a square footage basis. It was assumed that the improvements would result in a higher property tax bill. Accordingly, an estimated after-improvement assessment value for each development scenario was prepared to provide a more complete understanding of the total costs to be carried by such projects.

Project financing for both property acquisition and improvements was assumed to involve 20% equity and 80% loan. Because Scenarios 1A, 1B and 2A would be eligible for a residential mortgage, a 30-year term was assumed at a 6.5% annual rate (compounded monthly). Scenarios 2B and 3 were considered commercial development, which conventional lending institutions would require a shorter term at a higher rate. A 10-year loan at 7.5% annual rate (compounded monthly) was assumed for these scenarios.

Using the prototypes and typical development budgets discussed above, 5-year cash flow analyses were prepared to illustrate the risk and expected return from an investment (summary cash flows [annual] are included in subsequent pages, and more detailed [monthly] are included in Appendix G). The cash flows were based on a simple "cash in, "cash out" model. It was assumed that no revenue was generated in Year 1, as a development was assumed to be under construction. Revenue commenced in Year 2 and was constant, i.e., no escalation, thereafter. Scenarios 1A and 2A are single-family units, and revenue assumptions do not apply. Expense items also are not typically considered for single-family developments, but were included to illustrate debt service and tax costs. For the remaining scenarios, expenses were determined from general knowledge of current market conditions, and were tailored to each scenario, as shown in the following pages. Real estate taxes were calculated assuming the increased property assessment value.

A typical property tax bill in Niagara Falls is comprised of school, city, county, and refuse taxes. However, the tax rate is different for homestead (residential) and non-homestead (all other). The below table titled *"2007 Tax Rates"* shows this difference between these two groups, and includes the specific rates (Year 2007) that were used as part of the cash flow analysis.

For most property owners, the decision to invest is only made when the value added at least equals the cost of the improvements.

Construction and Financing Assumptions

	DEVELOPMENT SCENARIO				
	1A	1B	2A	2B	3
CONSTRUCTION COST ESTIMATE					
Construction Type	Rehab	Rehab	New	New	New
Size (square feet)	4,000	4,000	3,000	4,000	36,000
Improvement Costs					
Construction	82,050	75,700	415,296	514,864	5,595,520
Design Fee (10%)	8,205	7,570	41,530	51,486	559,552
Permits	976	895	296	410	4,450
Total Estimated Costs (rounded)	92,000	177,000	458,000	567,000	6,200,000
Estimated Cost per Square Foot	23.00	44.25	152.67	141.75	172.22
FINANCING ASSUMPTIONS					
Financing Term (years)	30	30	30	10	10
Financing Rate (annual)	6.5%	6.5%	6.5%	7.5%	7.5%
Percent Financed	80%	80%	80%	80%	80%
CASH FLOW ASSUMPTIONS					
Real Estate Tax Rate	43.73	43.73	43.73	61.79	61.79
Revenue YR1	n/a	0	n/a	0	0
Revenue YR2 and beyond	n/a	43,200	n/a	72,000	583,200

In general, the scenarios exhibited a negative cash flow (i.e., expenses exceeded revenues). In fact, the analysis showed that the numbers were increasingly negative. This helps to explain why little rehabilitation or new construction has occurred in the District in recent years. To close this apparent financial gap, public intervention should be considered to improve development feasibility of each prototype. A preliminary look into targeted financial incentives that could serve as catalysts for spurring investment in the District is the focus of the next section. It is important to note that while several of the following financial incentives are recommended, *all* may not be universally applicable to *all* District properties (e.g., an incentive for a residential conversion to a B & B may differ substantially from that required for an infill mixed-use project). Yet, it is imperative for these programs to be clearly discernable and easy to understand in order to entice and maximize property owner participation.

2007 TAX RATES
(dollars per $1,000 assessed value)

ENTITY	HOMESTEAD	NON-HOMESTEAD
School	18.44	20.35
City	16.62	32.77
County	8.57	8.57
Refuse	0.01	0.01
Total	**43.73**	**61.79**

Targeted Financial Incentives

While the proposed development scenarios fit into the desired physical framework of the District, analyses of the cash flows showed the financials of such projects to be strained. For this reason, ways to improve project financials were explored. First, existing economic development programs were reviewed to determine whether their benefits applied to District properties (i.e., within their program boundary). Second, proposed incentive programs were conceived to fill gaps beyond the existing programs. Should the proposed programs be established, District property owners will have an impressive array of financing tools to help finance their construction projects. Of equal significance, some of the proposed incentives would have a limited lifespan, thereby creating a limited opportunity for property owners to take advantage of such programs. The result would be an immediate infusion of capital into improvements in the District.

The collective package of incentives is generous, particularly in the near term. This is intended to create buzz about the District and its investment opportunities. The goal is to have property owners take advantage of these incentives to stabilize and improve the District by both addressing the pressing needs of existing structures and building on vacant lots. As investment and construction start to occur within the District, more and more attention would be drawn to the area. In the end, the generous, short-term programs will have fulfilled their objective of “priming the pump” for additional development that would occur in a subsequent wave of investment.

PROPOSED TECHNICAL ASSISTANCE PROGRAM

USAN and the City could explore funding a program that would provide term contracts to various consulting disciplines for the purpose of offering professional services to assist District property owners with technical issues at no cost. The consultants would be able to provide expertise on the construction process from start to finish. For example, consultants could provide design services and provide required construction drawings or specifications. They would help the property owners navigate the design review process and work with local planning board. They could also assist with the application process for historic designation. The consultants could serve as construction managers, review cost estimates (bids) from contractors and inspect completed work. Specifically, architects, landscape architects, and engineers are obvious professionals that should be considered for term contracts. In addition attorneys, real estate appraisers, and professionals providing environmental due diligence reviews should also be considered for term contracts. Collectively, the objective of utilizing such professionals would be to assist property owners with issues that they may not understand themselves.

PROPOSED PERMIT ASSISTANCE PROGRAM

While permit fees are often a smaller percentage of costs of an overall project, time lost in getting approvals to actually getting your approvals often delay a business from starting and go directly to the bottom line. Nevertheless, a review of current City building permit fee schedules as they would apply to the various development scenarios examined, show that permit fees are more expensive to rehabilitation scenarios—in both absolute and relative senses—than the new construction scenarios. This tends to suggest that permitting costs more for smaller investors and homeowners who tend not to be as versed in the construction process as seasoned developers. This is particularly a concern given that the need to preserve/upgrade existing structures is a key component for the District's heritage theme and this Revitalization Strategy.

Thus, the City should undertake a comprehensive examination/review of its permitting and inspection fee schedules to ensure appropriate treatment between rehabilitation and new construction projects. Concurrently, USAN and the City should explore the possibility of undertaking an "ombudsman" or "ambassador" program. Several cities have successfully implemented such programs – where an ombudsman is assigned to a resident/small business owner to serve as a guide and advocate as they interact with various government agencies. Such individuals typically review and refer inquiries to agencies only after the resident or small business owner has worked to resolve the issues through the normal course of business. Such a program would come at limited cost to the City/USAN, insofar as staff informally works in this role in selected instances already.

The goal is to have property owners take advantage of these incentives to stabilize and improve the District .

PROPOSED EXTERIOR IMPROVEMENT PROGRAM

This proposed program would provide a grant up to $40,000 to property owners for exterior improvements to existing structures. This program would provide an infusion of capital to help stabilize and enhance some of the roughly 50 structures in the core of the District (south of the alley) exhibiting architectural richness that forms the basis of the heritage theme. Improvement projects that focus on building features visible from the street, particularly the front, would have preference, as the objective of this program would be to improve elements that contribute to the public realm of the District.

This program would create immediate impact in a few ways. First, this program would provide a grant to property owners. With potentially $2 million of work sought (50 houses at $40,000 a piece) but only $1 million of grant money available, an incentive would be created to apply for a grant early in order to attain the money before the fund is exhausted. Second, this program would be available for only a limited period of time—five years—when any remaining monies would revert back to the City. Finally, few caveats, such as property size or value, income restrictions, or other complex formulas would be factored, thereby allowing broader participation in the program.

However, program participants would have to agree to some basic requirements. Most importantly, to prevent investors from "flipping" a property for a quick profit, participants would be required to own the property for five years following the project's completion. Should the property be sold prior to the five year period, the grant would convert to a loan and would be repaid on a sliding scale. In addition, participation in this program would require adherence to USAN design standards, which provide basic design criteria intended to uphold architectural qualities. Also, any outstanding building code issues (e.g. lack of hand railing, raised concrete, etc.) would need to be addressed before completing non-code related projects (e.g. painting, landscaping, etc.). Finally, participants would need to be current on applicable taxes, fees, and mortgage payments.

PROPOSED MICRO-GRANT PROGRAM

USAN will explore establishing a micro-grant program to provide rehabilitation assistance to existing property owners in the District. The primary objective of such a program would be to stabilize existing structures that help shape the unique form and character of the District. Eligible project activities would include various small-scale improvements and property enhancements that would contribute the District's physical setting. They include, but are not limited to:

- Correction of electrical, plumbing, and fire safety code violations;
- Restoration and/or replacement of exterior building features—roofs, porches, steps, clapboard/stucco, windows, etc.;
- Repair/installation of site improvements—decorative fencing, retaining walls, driveways, parking areas, etc.; and
- Incorporation of exterior visual/landscape amenities that add to the visitor and/or patron experience—landscaped courtyards, exterior sitting areas, gazebos, etc.

This program should provide a maximum grant of $10,000, and should not require a minimum project cost to ensure even the simplest projects could be funded. A required 50% participation from the applicant would establish an owner's stake in the project. In the end, the culmination of many small-scaled projects would help improve the District as a whole, and begin to build momentum for additional future investment.

PROPERTY TAX ABATEMENTS

After improvements are complete, a property's value is expected to increase, which is perceived to be positive. However, the property's assessed value on which property taxes are based also tends to increase resulting in a higher tax bill for the property owner. To help reduce the impact of a higher tax bill, existing tax abatement programs provide exemptions for certain capital improvements to real property (refer to *Incentive Programs* table in the following pages). These exemptions are in accordance with New York State Real Property Tax Law, and have been adopted by the City.

There are five existing tax abatement programs that could be applied to properties in the District. Each program is intended for a specific type of development, and can not be applied to multiple properties. Also, not all programs reduce all components to property taxes: some programs may apply to city taxes but not to school or county.

Various programs can help abate the remaining taxes, which effectively reduces the entire tax bill for a specified period of time. Each project, and related program offerings, are typically handled on an individual basis.

The goal of spurring investment in the very near term should be realized by limiting the lifespan of proposed programs to a 5-year timeframe.

Impact of Incentive Programs

The existing and proposed targeted financial incentives collectively create an impressive package for property owners to utilize, and should result in reinvestment and new investment in the District. The various programs assisting property owners at multiple stages of the construction process should help facilitate rejuvenation of the District. Specifically, the proposed programs have been specifically tailored to fill financial gaps between already established programs. The combination of the existing with the new programs would clearly help investors from start to finish with their projects, either for building rehabilitation or for new construction. Moreover, with some of the proposed programs having a limited lifespan to take advantage of, the goal of spurring investment in the very near term should be realized.

Addressing Vacant Parcels

There are a number of key parcels within the District that could prove to be major revitalization catalysts for the District. Many of these parcels are vacant and privately owned by only a few individuals. Not only have these parcels been inactive for several years, but their vacancies have adversely impacted the perception of the District. There is an opportunity for development of these key sites, but development could also be facilitated through the public sector: acquisition, solicitation of development proposals, and accepting bids. Accordingly, USAN and the City could start by working with existing property owners for the purposes of initiating economic development within the District. For example, USAN could coordinate with the City periodically to review the City's *in rem* and private mortgage foreclosure listings for properties in the District. Additionally, USAN could consider negotiating a purchase price with current owners of targeted properties.

As such, a site preparation/acquisition fund should be created to purchase property as it becomes available. Specifically, a program funded with $200,000 annually for five years would create a pool of $1 million from which monies could be drawn to acquire underutilized property. This amount of money would allow USAN or the City to acquire numerous parcels, depending on their market values. To aid with the process, USAN and the City could consider soliciting the services of a real estate appraiser to determine more accurately the market value of property in the District. This information would also be useful for USAN to market to private investors.

Once public control of strategic parcels within the District is attained, USAN or the City would have the opportunity to help reinforce the character of the District both in the short- and long- term. As a temporary measure, acquired parcels could be used as a venue to host events. A permanent use would be achieved by soliciting development proposals from the private development community and selecting the proposal that best matches the specific design components identified in the Request for Proposals (RFP). In addition to a sound development plan and required financing, the RFP could also require the full build out of the plan within a specific timeframe to ensure timely implementation and completion of the project.

Incentive Programs

TAX ABATEMENTS								
Program Title	**Use**	**Construction Type**	**Minimum Construction Cost**	**Maximum Assessment Increase**	**Total Years**	**Applicable Tax**	**Incentive**	**Requirements**
Section 421f : Exemptions for Capital Improvements to Residential Property	Residential (1-2 unit)	Rehab	$3,000	$80,000	8	City; County; School	Exemption to tax assessment increase: 100% year 1, 12.5% per year, years 2-8	
Section 421j: Capital Investment in Multiple Dwelling Buildings	Residential (multi-unit)	New; Rehab	$15,000/unit	None	8	City	Exemption to tax assessment increase: 100% year 1, 12.5% per year, years 2-8	
Section 485a: Residential/Commercial Urban Exemption	Mixed-Use	Conversion	$10,000	None	12	City; School	Exemption to tax assessment increase: 100% years 1-8; 20% per year, years 9-12	
Section 485b: Exemption for Commercial, Business or Industrial Property	Commercial, Business, Industrial	New; Rehab	$10,000	$50,000	10	City; County; School	Exemption to tax assessment increase: 50% year 1; 5% per year, years 2-10	
Section 485j: Resident Investment-New Construction	Residential	New	$70,000	$350,000	10	City	Exemption to tax assessment increase: 50% year 1; 5% per year, years 2-10	

HISTORIC PRESERVATION TAX INCENTIVES								
Program Title/Source	**Use**	**Construction Type**	**Minimum Construction Cost**	**Maximum Income Credit**	**Timeframe**	**Type of Incentive**	**Incentive**	**Requirements**
Rehabilitation Investment Tax Credit Program for National Register Designated Commercial Buildings	Commercial	Rehab	Must be substantial rehab	No Cap	Credits received upon certified completion of project	Federal Income Tax Credit	20% of Approved Rehab Costs	National Register Designation; National Register or Tax Certified Historic District; Income Producing Structure. Substantial rehab is the greater of either $5000 or the taxpayer's adjusted basis on the property. Work may be phased over several years.
NYS Commercial Rehabilitation Tax Credit Program for National Register Designated Commercial Buildings	Commercial	Rehab	None	$100,000	Credits received upon certified completion of project	State Income Tax Credit	30% of the 20% Federal Credit value	National Register Designation; National Register or Tax Certified Historic District
NYS Historic Homeownership Rehabilitation Program for National or State Register Designated *Owner-*Occupied Residential Buildings	Residential	Rehab	$5,000	$25,000	Credits received upon certified completion of project	State Income Tax Credit	20% of Approved Rehab Costs	National or State Register Designation *and* Located in a Federally Recognized Distressed Census Tract; Owner-Occupied
NYS Real Property Tax Exemption for Historic Properties Program	Residential	Rehab	None	None	10 Years	Property Tax Abatement	5-year freeze on property taxes; 5-year incrementally phased increases thereafter	Local Landmark or Local Historic District designation

HISTORIC PRESERVATION GRANTS								
Program Title/Source	**Use**	**Construction Type**	**Minimum Request**	**Maximum Award**	**Timeframe**	**Type Of Incentive**	**Incentive**	**Requirements**
The National Park Service, Save America's Treasures Program	Municipal, Tribal, Educational or 501(c)(3) Non-Profit Organizations	Preservation; Conservation	$125,000* (minimum federal share)	$700,000 (maximum federal share)	Varies	Grant	Matching Grant	National Landmark or National Register Listed; Awards must be matched
The NYS OPRHP Historic Preservation Program through the Environmental Protection Fund	Municipal; Non-Profit	Acquisition; Preservation; Restoration; Rehab; Protection; Reconstruction; Archeological Interpretation	None	Shall not exceed 50% of the approved project cost	Varies	Grant	Matching grant	State or National Register Listed *or* contribute to a National Register or Tax-Certified historic district prior to application

The Preserve NY Grant Program through Preservation League of NYS	Municipal, 501(c)(3) Non-Profit	Funding for historic district application to the National Register of Historic Places.	None	Usually $15,000 maximum	Dependent on request	Grant	Matching grant not required, but advisable	
NYS Historic Preservation Office	Municipal, 501(c)(3) Non-Profit	Funding for historic district application to the National Register of Historic Places	None	Limited to available funding	Dependent on request	Grant	Matching grant not required, but advisable	Municipality eligible through the Certified Local Government Program.
Private Grantors Margaret Wendt; John R. Oishei	501(c)(3) Non-Profit	Preservation, Neighborhood empowerment	None	Limited to available funding	Dependent on request	Grant	Matching grant not required, but advisable	National Register Designation generally required.
CITY OF NIAGARA FALLS PROGRAMS								
Program Title/Source	**Use**	**Construction Type**	**Minimum Construction Cost**	**Minimum Assessment Increase**	**Timeframe**	**Type of Incentive**	**Incentive**	**Requirements**
The Community Development Department Community Development Block Grant	Residential; Rental Property	Correction of Code Violations; Home Improvement	Varies with programs.	Limited to available funding	Dependent on request	Grant; Deferred Loan	Varies with programs.	Eligibility based on Federal HUD requirements; Limited to low- and moderate- income homeowners and tenants
The Community Development Department HOME Entitlement Grant Program	Residential	Rehab	Varies with programs.	Limited to available funding	Dependent on request	Grant	Varies with programs.	Limited to low- and moderate- income homeowners and tenants
The Economic Development Department; Programs that encourage tourism	Commercial	New; Rehab	None	None	Dependent on request	Varies with programs.	Varies with programs.	Promotion of Tourism in conjunction with other State and Local programs.
USAN PROGRAMS								
Program Title/Source	**Use**	**Construction Type**	**Minimum Request**	**Maximum Award**	**Timeframe**	**Type of Incentive**	**Incentive**	**Requirements**
3rd Street Entertainment District Grant Program (program to be extended to Rainbow Blvd)	Commercial	Business Development and Façade Projects	$25,000	$100,000	None	Grant	50% of eligible project costs	Must create or retain jobs; Must be consistent with local or regional comprehensive plan; Must comply with USAN 3rd Street Design Standards
PROPOSED PROGRAMS								
Program Title/Source	**Use**	**Construction Type**	**Minimum Request**	**Maximum Award**	**Timeframe**	**Type of Incentive**	**Incentive**	**Requirements**
Technical Assistance Program	Residential; Commercial	New; Rehab	None	Varies with project	Program would expire after 5 years	Grant	Reimbursement of consultant fees upon successful completion of project	Property must be located within District boundaries; Owner must hold title for 5 Years; Project must comply with USAN Buffalo Avenue Design Standards
Permit Fee Program	Residential; Commercial	New; Rehab	None	Varies with project	Program would expire after 5 years	Grant	Reimbursement of building permit fees upon successful completion of project	Property must be located within District boundaries; Owner must hold title for 5 Years; Project must comply with USAN Buffalo Avenue Design Standards
Exterior Improvement Program	Residential; Mixed-Use	Rehab	None	$40,000	Program would expire after 5 years	Grant	Reimbursement upon successful completion of project	Property must be located within District boundaries; Owner must hold title for 5 Years; Project must comply with USAN Buffalo Avenue Design Standards
Micro-Grant Program	Residential; Commercial	Rehab	None	$10,000	Program would expire after 3 years	Matching Grant	50% matching grant of eligible project costs	Property must be located within District boundaries; Owner must hold title for 5 Years; Project must comply with USAN Buffalo Avenue Design Standards

REALIZING THE VISION

To be successful, public and private entities must collectively implement strategic polices and programs that reinforce the heritage theme and support the overall vision for the District. A goal of the Revitalization Strategy is to show quick action and rebuild property owner confidence through image enhancing and theme reinforcing activities. This is a critical step in encouraging reinvestment by existing property owners, and in fostering an attractive market to new outside investment.

The following topic areas classify challenges and subsequent actions integral to District revitalization. Each topic area codifies specific strategies and actions that are further broken down into implementation phases. Immediate actions are items that can and should be commenced as soon as possible. Short-term actions are meant to be completed within one year. Both the Immediate and Short-term actions are low-cost tasks intended to accomplish the quick action necessary to rebuild confidence and spur redevelopment activity. Medium-term actions are intended to be implemented within one to three years. The long-term outlook is defined as three to five years, though some aspects of implementation may span up to ten years. While this time frame is long, it does not mean work can be postponed. Rather, it is imperative to begin planning and mobilizing for long-term initiatives that would continue revitalization momentum established by the successful implementation of earlier actions.

District Character And Ambience

Streetscape Characteristics

Development Pattern

DISTRICT CHARACTER AND AMBIENCE

Challenges

Current physical appearance of public and quasi-public spaces creates a perception of decline.

Many existing buildings are in need of routine maintenance to prevent deterioration of key building systems.

Few existing buildings exhibit high quality maintenance and upkeep.

The District has an underdeveloped character as a historic residential and industrial neighborhood.

The District lacks a distinct identity and sense of place.

Due to a lack of economic and social activity, the District is an unknown and underutilized area for downtown visitors.

Key Strategies

Improve District appearance by:

- Organizing District stakeholders into a formal or informal group that is willing to be the "champion" of the neighborhood.
- Holding periodic clean up events to ensure the District is free of debris.
- Advocating for large public projects as well as small private improvements.

Preserve existing structures by:

- Initiating property maintenance and upgrades to enhance District character.
- Participating in incentive programs to offset/reduce improvement costs.
- Pursuing historic designations for preservation, heritage tourism, and financial purposes.

Activate the District by:

- Branding the District with a distinct identity and marketing the District to a larger audience.
- Sponsoring events and activities that engage residents and draw new people to the District.
- Soliciting niche proprietors who augment tourism infrastructure to locate in the District.

Expected Outcomes

Initiating and following through with the Key Strategies is expected to produce the following results:

An improved overall appearance of the District would result from an established stewardship and pride for the District from its stakeholders. This altered impression of the District would help establish the District as a desirable marketplace.

Conserving the District's historical fabric would maintain a key component of the heritage theme, and would retain the elements of the District that make it visually interesting.

By becoming an active and vibrant setting within the downtown area, the perception of safety would improve and additional activity would likely be spurred, as more and more visitors would be drawn to the District.

District Character and Ambience – Action Items	Term
Maintain vacant lots (cut grass/clear sidewalks of snow)	I
Remove debris and trash from alley, and maintain acceptable appearance	I
Facilitate formation of neighborhood group	I
Identify neighborhood "champion" to serve as a liaison to public entities	I
Encourage rehabilitation of existing structures to reinforce District theme	I
Sponsor periodic neighborhood clean up events	S
Host seminar highlighting positive aspects of historical preservation	S
Seek/engage public input to record unique stories about the District	S
Inform individual property owners on historical significance of their property	S
Assist nomination for National Register Districts	S
Publish pamphlet telling the story of the District	S
Create a unique branding for the District	S
Work with neighborhood group to develop marketing campaign	S
Host an inaugural event to celebrate District's rebirth	S
Publish map to improve visitor orientation of District and downtown area	S
Create newsletter to highlight recent/upcoming events and activities	S
Establish relationship with media to highlight District events	S
Host hospitality improvement seminars to improve service delivery	S
Assist owners with applicable federal and state preservation tax incentives/credits	M
Assist nomination of individual properties as local landmarks	M
Salvage materials from buildings to be demolished	M
Offer salvaged materials to District property owners to retain authentic materials	M
Develop walking tour program (e.g. cell phone tour) highlighting architectural styles and District heritage	M
Sponsor events and activities like a garden walk, a farmers market, a winter festival	M
Solicit proprietors to originate bike/Segway tours in the District	M
Solicit internet café proprietor	M
Work with the City to establish a Wi-Fi Zone	M
Pursue designation as a Local Historic Preservation District	L
Explore feasibility of relocating structures to preserve authentic materials	L
Explore feasibility of deconstructing structures to preserve authentic materials	L

I = Immediate; S= Short-Term (<1 year); M=Medium-Term (1-3 years); L= Long-term (3-10 years)

STREETSCAPE CHARACTERISTICS

Challenges

The public domain, including streets, sidewalks, lighting, and utilities, is generally in poor condition (beyond maintenance and repair).

Alleyways, in particular, are in very poor physical condition, are strewn with litter and are characterized by alleged illegal activity, resulting in a negative perception for this area of the District.

The current street configuration, with the sidewalk attached to the street, leaves no space for snow storage and impacts pedestrian sense of safety from passing vehicles.

Street furnishings lack coherent design treatments, i.e. materials, style, and color.

Many important connections between downtown, the Park and the River have been compromised over time.

Key Strategies

Enhance public realm by:

- Examining parking management to identify shared parking opportunities.
- Examining street configuration for the purpose of improving the placement of streetscape elements.
- Implementing streetscape projects in a phased manner to first address areas in greatest need of improvement.

Reinforce heritage theme by:

- Introducing interpretive elements that help tell the story of the District.
- Employing cohesive elements that subtly help to define the District.
- Applying streetscape design recommendations that supplement the District's built form.

Increase District access by:

- Linking downtown and the River in a formalized, easy-to-navigate manner.
- Improving existing viewsheds in order to draw more visitors to the District.
- Establishing new connections that not only increase the number of entry points into the District, but also create new viewsheds.

Expected Outcomes

Initiating and following through with the Key Strategies is expected to produce the following results:

Implementing the streetscape improvement projects would improve the physical conditions of the District, improve the function of the road and sidewalks (e.g. snow storage), and would improve the pedestrians' sense of safety.

The elements of the streetscape projects would contribute to creating a sense of place for the District and enhance the experiences of District residents and visitors.

Increased permeability of the District would create opportunities for strategic placement of gateway and wayfinding elements that would improve navigation of the neighborhood and draw more "explorers" into the District.

Streetscape Characteristics – Action Items	Term
Clean/fix existing street furniture as temporary improvement	I
Use Buffalo Avenue Streetscape Design Recommendations to influence/shape future infrastructure projects	I
Undertake parking management study to maximize on-street parking availability/turn-over	S
Create planting strip along all streets	S
Reconstruct/relocate sidewalk within right-of-way	S
Introduce bulb outs	S
Introduce gateway elements at strategic entrances to the District	S
Place historic markers/medallions at significant sites	S
Initiate competition for light pole art design	S
Influence Rainbow Boulevard Project - integrate design elements with neighborhood	S
Acquire right-of-way for alley widening between 4th and 6th Sts.	S
Coordinate Robert Moses Parkway Project (south) design with Buffalo Avenue recommendations	S
Establish quasi-private, shared parking areas in strategic locations to preserve a developed street wall	M
Improve trolley and bus service to bring more people into the District	M
Establish a prominent gateway at 4th Street's intersection with Robert Moses Parkway	M
Implement streetscape improvement program along 3rd, 4th (north), 6th Streets	M
Implement streetscape improvement program along Buffalo Avenue	M
Introduce interpretive elements that reinforce heritage theme	M
Extend bike path across Buffalo Avenue to Rainbow Boulevard	M
Provide pedestrian connection from the District to the Niagara Riverwalk	M
Formalize pedestrian connection along 1st Street between Buffalo Ave and the Robert Moses Parkway	M
Participate in Robert Moses Parkway Project (south) scoping process	M
Emphasize as key focal point 4th Street-Buffalo Avenue intersection with additional design treatments	L
Implement streetscape improvement program along alleys	L
Implement streetscape improvement program along 4th Street (south)	L
Implement streetscape improvement program along Riverside Drive	L
Introduce pedestrian connection from 3rd Street to Robert Moses Parkway	L
Establish green connection between Buffalo Avenue and Rainbow Boulevard	L
Remove W. Quay Street; consider selling right-of-way to adjacent property owners	L

I = Immediate; S= Short-Term (<1 year); M=Medium-Term (1-3 years); L= Long-term (3-10 years)

DEVELOPMENT PATTERN

Challenges

A significant portion of District's urban fabric has been demolished leaving numerous parcels vacant.

Land speculation has kept many vacant parcels undeveloped.

The bulk of undeveloped properties are held by only a few owners.

Land assembly appears to be time-consuming and financially costly for potential developers.

Current land use controls do not address protection of the historic character of the District.

Market uncertainty has resulted from lack of predictability from zoning.

Improvement costs appear to exceed after-improvement-value of property.

The City's building permit and inspection process that has evolved over time can be intimidating to residents and business owners.

Key Strategies

Introduce new uses by:

- Adopting proposed zoning not only to permit new uses in the District, but to also limit the size of new development.
- Highlighting investment opportunities to realtors, developers, and financers by showcasing the vision for the District.
- Fostering relationship with neighboring Seneca Nation of Indians to partner with them in future development.

Improve investment climate by:

- Review and examine streamlining the City's inspection and permit services.
- Initiating technical assistance programs to ease the financial burden of building rehabilitation and new construction.
- Considering strategic acquisitions to facilitate context sensitive development.

Respect development context by:

- Encouraging infill development to supplement the District's historical fabric
- Stepping down development from downtown to the River to preserve viewsheds and to enhance property value.
- Following architectural design guidelines to ensure new development is properly sited and articulated .

Expected Outcomes

Initiating and following through with the Key Strategies is expected to produce the following results:

Creating new investment opportunities by adopting zoning recommendations would foster a more fully functional destination that offers a broader range of goods and services. This would draw more residents to the neighborhood and extend the stay of visitors.

Improving the investment climate would help establish market certainty, which in turn would improve investor confidence and encourage (re)development in the District.

All new development would be designed in a manner that reinforces the heritage theme, and maintains the District's streetwall and rhythm. In addition, step-down development would preserve viewsheds for more to enjoy.

Development Pattern – Action Items	Term
Showcase Revitalization Strategy as vision for the District	I
Encourage the City to adopt Buffalo Avenue Architectural Design Standards	I
Apply existing USAN design standards to south side of Rainbow Boulevard	I
Support rezoning; creation of R4 Zone	I
Develop portfolio of development opportunities within the District	I
Highlight and encourage participation in existing incentive programs	I
Identify strategic, underutilized properties for targeted development	I
Encourage development that steps down to the River	I
Examine/test techniques to improve delivery of City permitting and inspection services	S
Reassess District properties to establish property value certainty	S
Host developer/realtor walking tour to showcase investment opportunities	S
Initiate proposed technical assistance program	S
Initiate proposed building permit fee program	S
Initiate proposed exterior improvement program	S
Initiate proposed micro-grant program	S
Initiate NYS Real Property Tax Exemption for Historic Properties Program	S
Pursue applicable Community Development Block Grant programs	S
Pursue NCIDA tax abatement, where applicable	S
Approach owners of strategic, underutilized properties; negotiate purchase	S
Review properties *in rem* for property acquisition	S
Consider designating the District an urban renewal area	S
Market sites for development that would contribute to established streetwall	M
Foster relationship with Seneca Nation of Indians as potential development partner	M
Follow up/work with new Fallside owner; review/influence building (re)design	M
Develop requirement of a performance bond for property maintenance	L
Assemble acquired properties into larger parcels for greater development opportunity	L
Prepare Request For Proposals (RFP) to solicit developers	L
Use precedent of Shredded Wheat Factory to allow higher density development	L
Explore opportunity for historical interpretation of former Shredded Wheat Factory	L

I = Immediate; S= Short-Term (<1 year); M=Medium-Term (1-3 years); L= Long-term (3-10 years)

CONCLUSION

The Buffalo Avenue Heritage District has tremendous potential as a premiere residential neighborhood and as a popular tourist destination. However, in order to reach this potential, certain obstacles need to be overcome. This document is a first step to realizing the District's full potential by identifying the specific obstacles facing the District as well as developing targeted recommendations to resolving these issues.

The 90 unique action items listed in the preceding section would facilitate and foster revitalization of the District. While these individual actions are small and incremental steps toward achieving the full vision for the District, there are three main recommendations that must remain in focus to progress revitalization of the neighborhood.

First, **the character and ambience of the District need to be preserved and enhanced**. A critical component of improving the District's charm are stakeholders—residents, property owners, and business owners—who need to organize and become a united group that would interface with the City. Such an organization should help to improve the overall appearance of the District, encourage preservation of existing structures, and play a vital role in activating the District with events and activities.

Second, **streetscape improvement projects need to be implemented**. Enhancing the public realm would improve the appearance of the District and contribute to the heritage theme. Moreover, the enhancements would also be a substantial public investment in the District, that would in turn increase private investors' confidence in the District.

Third, **the existing development pattern within the District needs to be preserved with new development respecting this historical form**. In order to spur new investment in the District, appropriate steps need to be taken to improve the investment climate that make doing business in the District a pleasure, and not a burden.

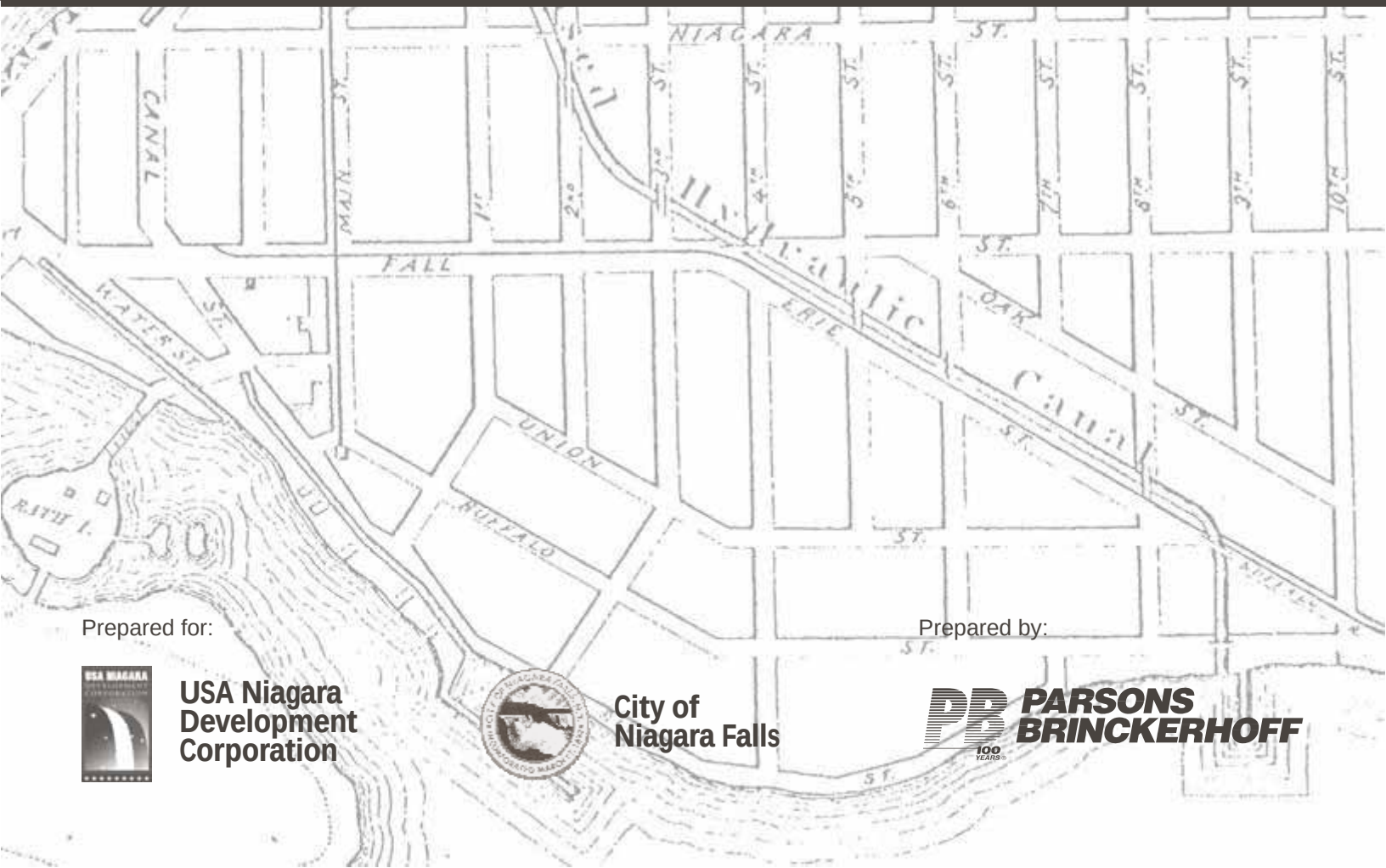
The vision for the District is exciting, but it will not be attained without effort. The individual and collective actions by both the District's stakeholders and public entities will make this vision a reality. Therefore, the next step is for the community to embrace this Revitalization Strategy, and initiate and implement the recommended actions.

The individual and collective actions by both the District's stakeholders and public entities will make this vision a reality.

Buffalo Avenue Heritage District Revitalization Strategy

August, 2009

APPENDICES



Prepared for:

USA Niagara Development Corporation

City of Niagara Falls

Prepared by:

PARSONS BRINCKERHOFF

APPENDICES

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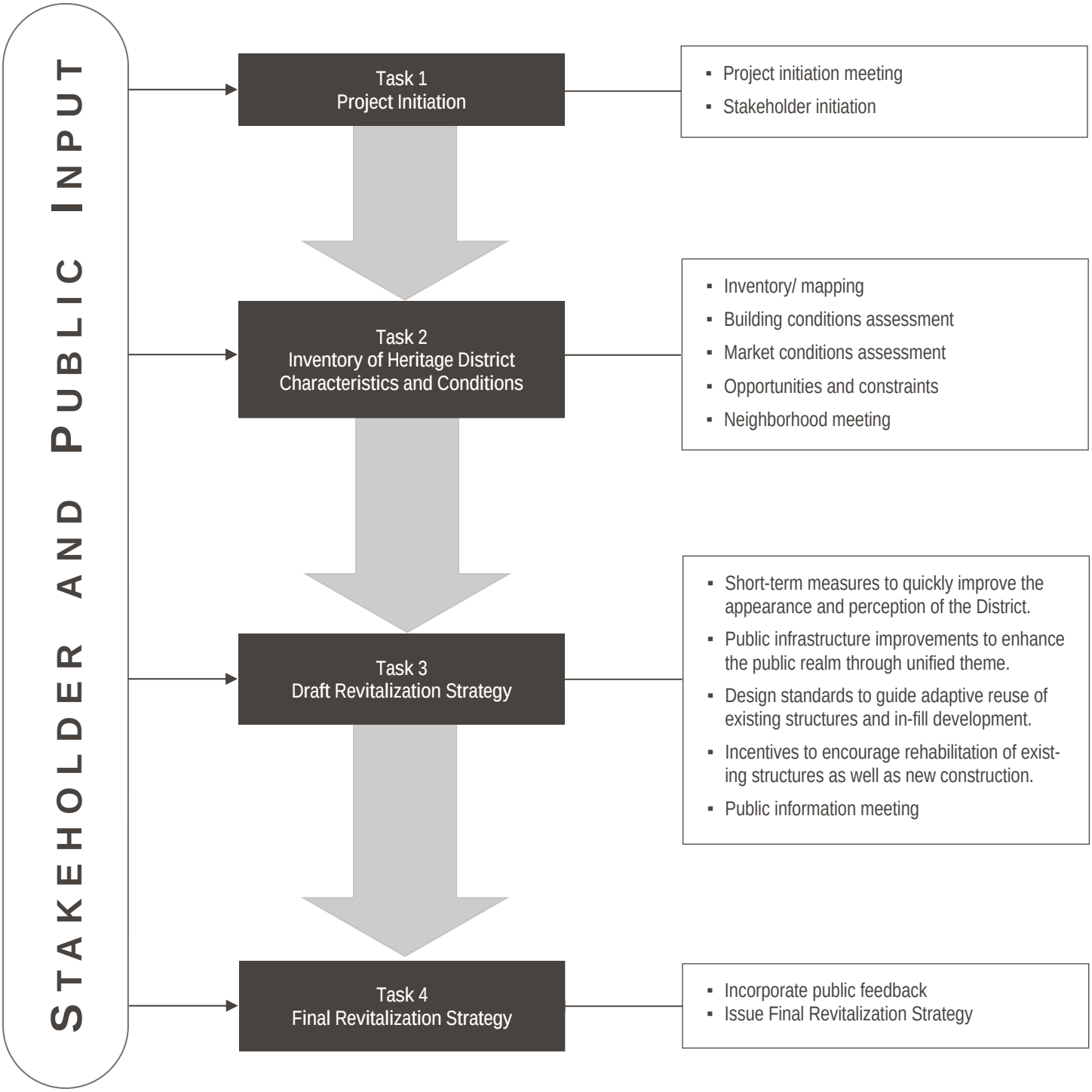
BUFFALO AVENUE HERITAGE DISTRICT

APPENDIX A: REVITALIZATION STRATEGY PROCESS



The Buffalo Area Heritage District concept is the product of prior planning initiatives by the USAN and the City. Both seek to build on these previous studies by developing a strategic action plan that positions the District as a special development neighborhood with unique offerings in the downtown area.

Accordingly, this strategy is based on the assumption that one-size does not fit all. For example, city-wide design guidelines, while providing general practices for good design do not pick up on the richness and fine detail that create visually interesting places and distinguish one neighborhood from another. Nor are the needs of property owners and investors identical throughout a city, making categorical grants and loan programs less attractive or successful in their application. The Buffalo Avenue Heritage District Revitalization Strategy offers an excellent opportunity to tailor policy, projects, and programs to the unique characteristics of this neighborhood.

To that end, the diagram on the opposite page graphically conveys the process that was followed in developing the revitalization strategy for the District. Following this process helped ensure the project reached its objectives of preparing a thorough, action-oriented plan based on valuable input from stakeholders.

Project team members engaged project sponsors and the public to learn of their respective concerns and suggestions. To gain a solid understanding of the District's characteristics and features, secondary data was collected and relevant information was assembled. In addition, current physical conditions in the District were inventoried, photographed, mapped and assembled in databases, as appropriate. Working with this information, opportunities and constraints were identified. Four separate summary memoranda describing these findings were prepared, and are included in the appendix of this document.

The memoranda established a baseline of knowledge from which to prepare the strategic plan. Working through the planning process helped to establish a design theme to reinforce the unique character of the District and to provide important context for reinvestment and new investment in the built environment. Additionally, logical and affordable actions have been structured for the purpose of attracting new private investment; and have related specific actions to the goals and market opportunities identified in City plans and policies.

It is important to note that this action-oriented plan is merely a step in the redevelopment process for the District. This is a long -term vision that will require time to build on successes and create stakeholder buy-in and organizational support. USAN and the City are committed to carrying forward the identified strategies and actions to address the challenges facing the District. In particular, USAN intends to actively pursue policy items that are beyond its mission/authority as well as secure and leverage funding resources for strategic projects. It is firmly believed that initiating and utilizing the strategies and actions identified in the following pages will help the District realize its tremendous potential as a residential and tourist destination.

APPENDIX B: INVENTORY MAPPING MEMO

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Project Location

Socio-Economic Characteristics

Parcel Configurations

Ownership Patterns

Land Use Controls

Public Infrastructure

Urban Design Elements

Architectural Features

Incentive Programs

Conclusion

PROJECT MEMORANDUM #1: INVENTORY AND MAPPING ANALYSIS

April 2008

Buffalo Avenue Heritage District Revitalization Strategy

Niagara Falls, New York

Prepared for:

USA Niagara Development Corporation

City of Niagara Falls

Prepared by:

PARSONS BRINCKERHOFF

OVERVIEW

USA Niagara Development Corporation (USAN) and the City of Niagara Falls (CNF) seek to develop a strategic action program for the revitalization of the Buffalo Avenue Heritage District (hereinafter referred to as the "District") in the City of Niagara Falls. The project area is generally bounded by Rainbow Boulevard, John. B. Daly Boulevard, Old Main Street and the Niagara Falls State Park.

The primary objective of this project is to identify actions that would build upon recent and on-going CNF planning efforts to facilitate and foster reinvestment in this neighborhood. As a first step to better understand the District's characteristics and features, we have collected data and assembled relevant information for project planning purposes that help describe current conditions in the District. Accordingly, this memo is intended to update you on the status of our work effort, and specifically to inform you of the information/materials that we have collected, or in some cases, were unable to obtain.

For clear presentation purposes, we have begun to organize the acquired information into the following categories, which may be renamed or reorganized, as deemed appropriate.

- Project Location
- Socio-Economic Characteristics
- Parcel Configurations
- Ownership Patterns
- Land Use Controls
- Public Infrastructure
- Urban Design Elements
- Architectural Features
- Incentive Programs

In most instances, we were able to collect information from secondary sources, or from our own in-field surveys. However, some of the information we anticipated receiving from secondary sources was not readily available. As each of the aforementioned categories is explained, we identify data/ materials gathered as well as information we were unable to obtain.

PROJECT LOCATION

Northeast Region

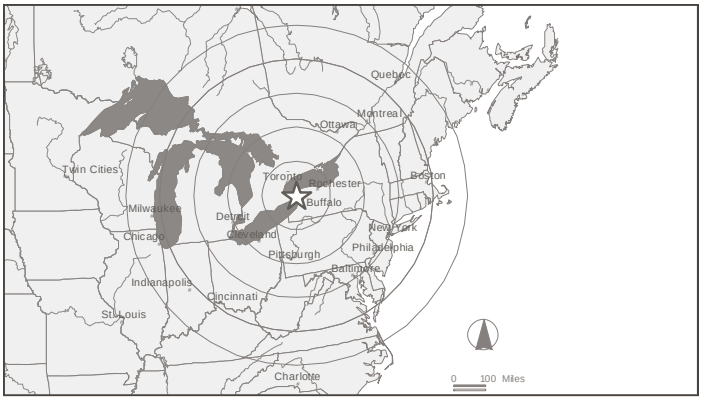
As twin signature cities on the Niagara Frontier, Niagara Falls, New York and Ontario are situated between Lake Erie and Lake Ontario. This bi-national tandem is a world-class tourist center in the Northeast region. Approximately 62 percent of the Canadian population and 55 percent of Americans live within a 500-mile radius of Niagara Falls, New York. The American and Canadian Falls draw more than 10 million international and domestic visitors annually, and the Seneca Niagara Casino alone attracts more than 6 million patrons per year. The Buffalo Avenue Heritage District is advantageously located in the middle of this tourist market.

The City of Niagara Falls

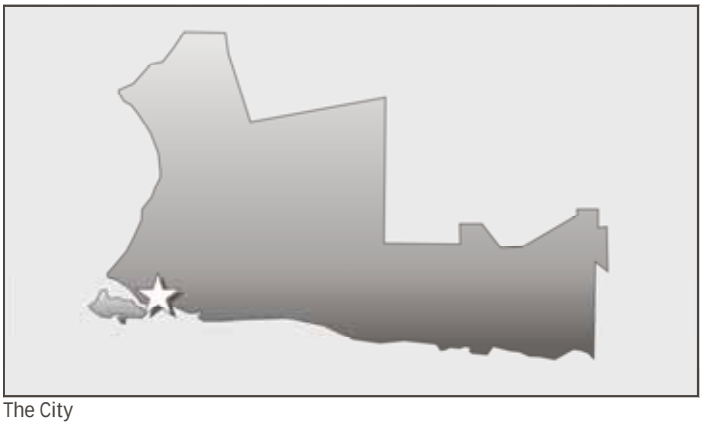
In the shadow of the legendary rapids and waterfalls, Buffalo Avenue is a key entry into the downtown area, providing a first impression to visitors arriving in Niagara Falls. The location of the District, at the terminus of the Robert Moses Parkway, offers ease of access from the Buffalo Niagara International Airport, and is just a few miles from the Niagara Falls International Airport. The nearby Interstate 190 provides superhighway connections throughout the United States while the international bridges provide links to the Queen Elizabeth Way and other Canadian routes.

Project Area

Located between the Upper Rapids of the Niagara River and the downtown core, the project area is roughly 17.5 acres and consists of 118 parcels. Analyses of these parcels and the physical environment in general reveal significant characteristics of the District.



The Region


The City

The District

Despite these location and accessibility advantages numerous challenges lie ahead, for the success of the Buffalo Avenue Heritage District will depend on its ability to be transformed into a truly unique place: a premiere waterfront neighborhood for residents and a supreme lodging destination for visitors.

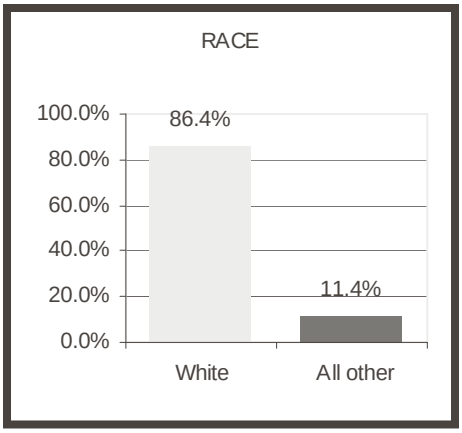
SOCIO-ECONOMIC

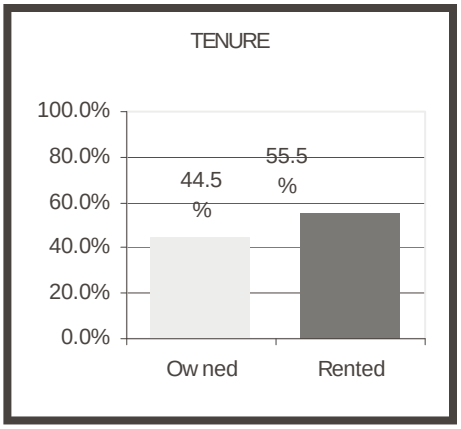
Once one of the most prosperous neighborhoods of Niagara Falls, the study area was home to top executives of large industries that flourished during the late 19th and early 20th centuries. Unfortunately, as the City of Niagara Falls began to decline due to the loss of its industrial base, the prominence of the families living in the Buffalo Avenue neighborhood declined as well.

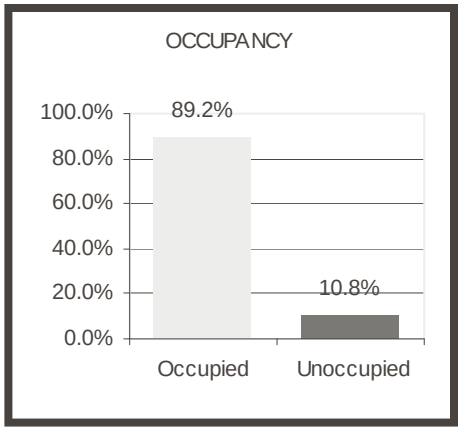
To gain a general understanding of more recent neighborhood demographics, we gathered social and housing characteristic information from the 2000 US Census. We limited the data to very basic categories to paint a broad picture of the residents within the neighborhood. The following analysis of the data and key findings will be taken into consideration during preparation of the revitalization strategy.

Located in Block Group 3 of Census Tract 211 (see map below), the neighborhood mirrors the changing demographics that the City of Niagara Falls as a whole has experienced over the last half century. The 2000 US Census showed that the study area was home for 447 residents (roughly 26 persons/acre), mostly white, with a fairly even distribution of males and females (see table and chart on opposite page). With the exception of Block 3033, which hosts a condominium complex, the median age within the study area was noticeably young. However, a consequence of a younger population may reflect in housing tenure, which showed the neighborhood had an elevated level of renter-occupied housing, especially in Block 3026. Fortunately, the neighborhood exhibited a high level of occupied housing units.

Block Group Identification







Category	TOTAL	Block 3026	Block 3027	Block 3028	Block 3030	Block 3033	Block 3034	Block 3035
RACE	447	155	43	3	10	174	33	29
White	386	107	33	3	10	173	32	28
All other	51	48	10	0	0	1	1	1
SEX	447	155	43	3	10	174	33	29
Male:	221	88	28	2	5	65	15	18
Female:	226	67	15	1	5	109	18	11
MEDIAN AGE	-	26.7	35.8	72.5	27.5	72	33.5	46.3
AVERAGE HOUSEHOLD SIZE	-	2.2	1.7	3.0	2.0	1.3	3.0	2.2
OCCUPANCY (HOUSEHOLDS)	287	84	32	2	5	137	11	16
Occupied	256	71	25	1	5	130	11	13
Unoccupied	31	13	7	1	0	7	0	3
TENURE	256	71	25	1	5	130	11	13
Owner occupied	114	6	3	1	3	89	5	7
Renter occupied	142	65	22	0	2	41	6	6

PARCEL CONFIGURATIONS

We received an Excel file with data exported from the CNF GIS databases. This data was supplemented by an expanded database obtained from the CNF Assessor's Office by USAN. The latter database is the file which other data sets will be added.

We had assumed much of the data resulting from this and other project activities would ultimately reside in CNF GIS databases, and therefore anticipated relying on the CNF to prepare and to provide GIS base mapping. However, coordination between the consultant team and the CNF GIS Department has not been as fruitful as anticipated, and data such as tax arrears and absentee ownership could not be obtained from the CNF. Despite this obstacle, we collected sufficient information to prepare vacancy, building footprint, land use and ownership pattern mapping for the District.

Land Use Analysis

Buffalo Avenue is predominantly a residential street featuring a cluster of single-family residences toward the eastern end of the street and a multi-story condominium building toward the western end. Rainbow Boulevard is more of a commercial street, however, some residential properties also populate the street. Relatively large-scale hotels are located on both streets as well as smaller bed & breakfasts. While the Land Use Map below includes parcels classified as vacant (which may include parking lots), the Vacant Parcels Map on the opposite page emphasizes the abundance of vacant parcels with in the District. Specifically, 33 parcels, or nearly 4 acres, are vacant in this prime downtown neighborhood. This is important as it illustrates the erosion of the built environment, whether for a functional use such as parking, or for idle land speculating

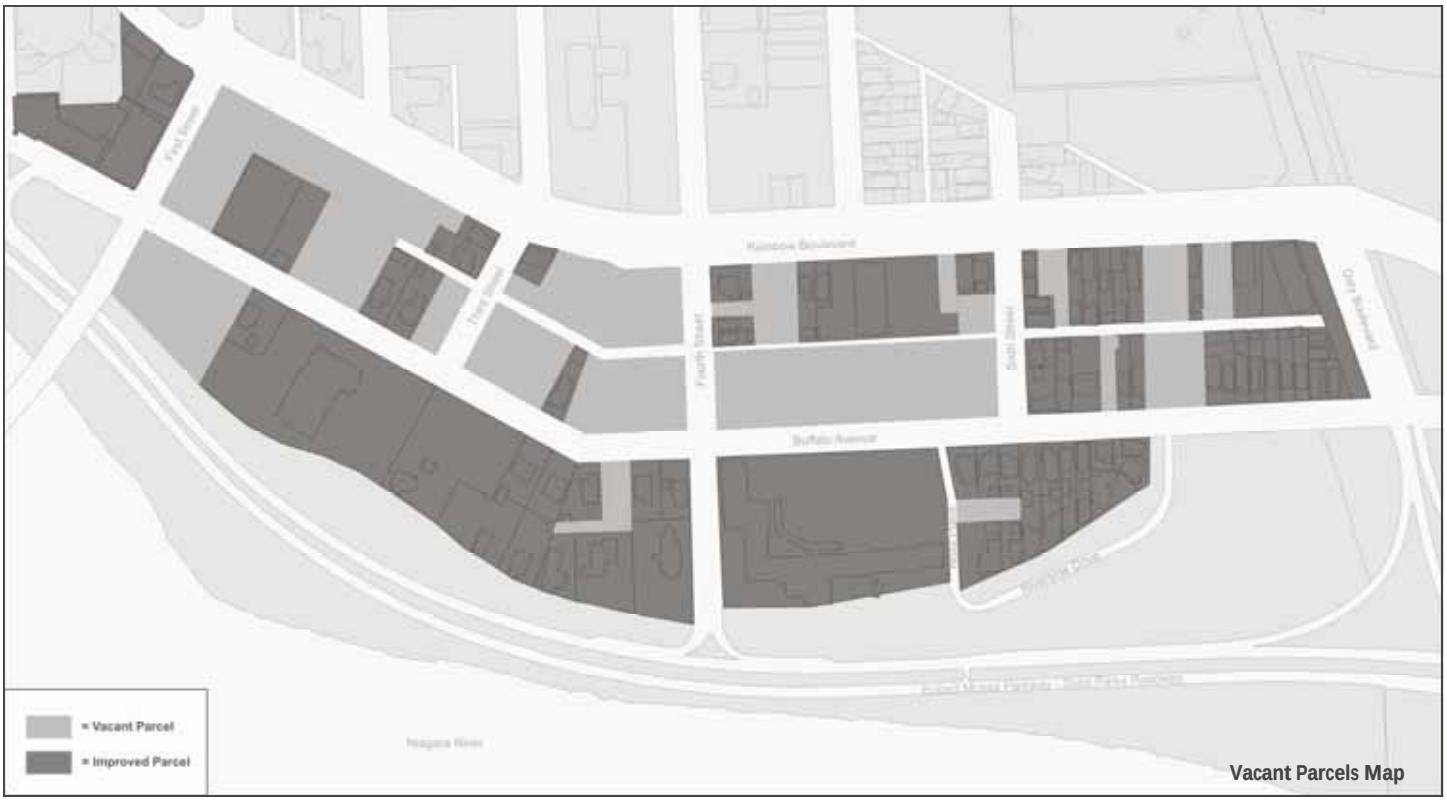
Land Use Map

purposes, that has occurred within the District. This is concerning, as an elevated level of vacant parcels is a highly undesirable quality in the development of a vibrant pedestrian-friendly District.

Figure-Ground Map

Figure-Ground Analysis

The Figure-Ground Map on the left illustrates the composition and density of the built form of the District and its surrounding area, and confirms key findings presented in the Land Use Analysis. In particular, this map shows the cluster of smaller-scaled buildings toward the eastern end of the District, substantial vacant areas in the middle, and larger-scaled buildings toward the western end of the District. All told, the District contains 129 structures covering approximately 7 acres, or less than 40% of available land. Furthermore, commercial structures built in recent years are inconsistent with the historical development pattern and threaten the overall character of the streetscape. Conversely, a fine-grained composition with high-density building fabric, similar to the eastern portion of the District, would help to create a more

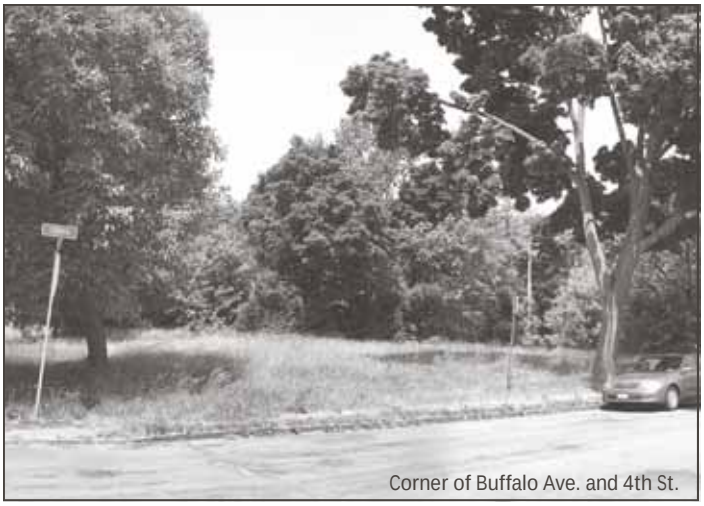


Vacant Parcels Map

OWNERSHIP PATTERNS

Land Owners

A review of parcel data revealed an interesting trend with respect to who controls land within the District: only a handful of owners own the bulk of the land. In fact, 12 property owners hold title to 62 of the District's 118 parcels, or more than 53%. Moreover, some of these parcels are generously sized considering the urban location of the District. Computed on an acreage basis, these same 12 property owners control 20.75 of the 33.24 parcel acres within the District, which equates to over 62%. This finding is significant, as many of these properties host either vacant land or structures in disrepair, but are also located at what could be considered strategic development locations. As most parcels are outside public ownership, a significant challenge of this strategy will be to motivate the existing private owners to improve or to sell their properties.

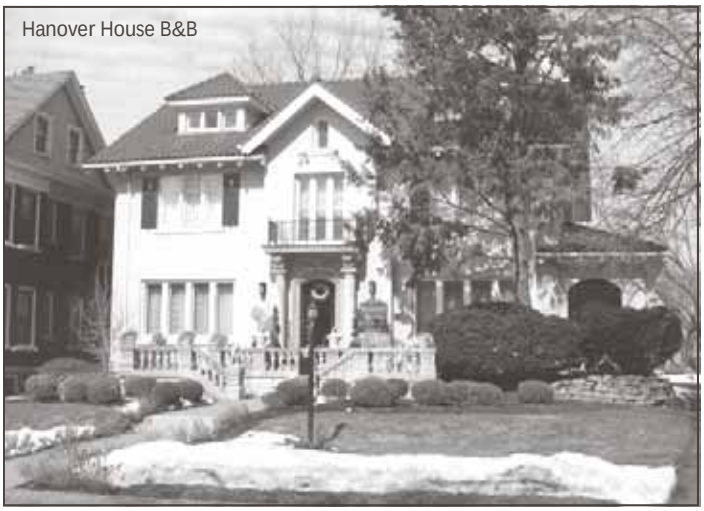


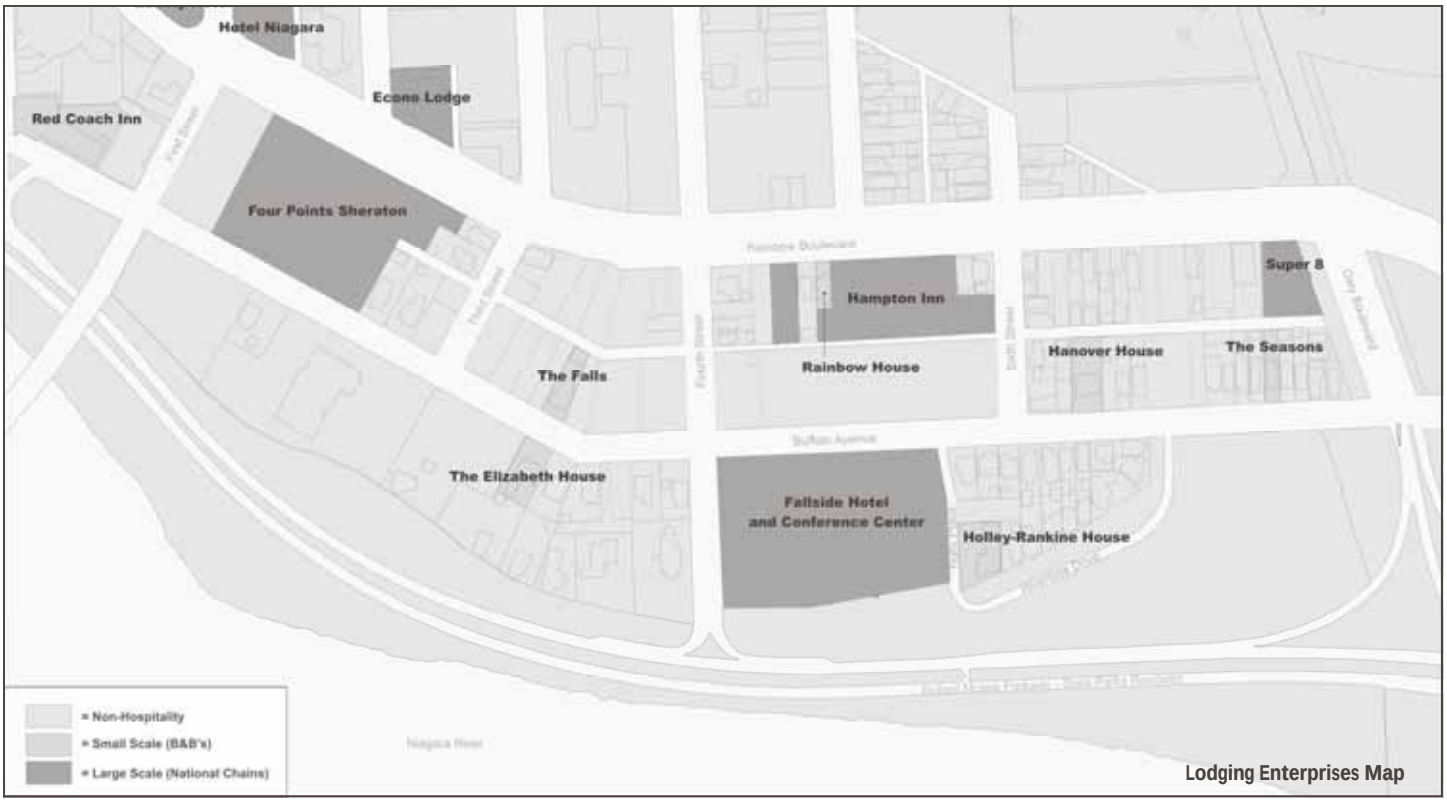
Corner of Buffalo Ave. and 4th St.

Land Ownership Map

Lodging Enterprises

While most of the parcels within the District are privately owned, several of these parcels are specifically used within the hospitality industry. The figure below shows lodging enterprises within the District as well as those in the immediate surrounding area. Building footprints of these enterprises convey context and scale. Additionally, by highlighting parcel color, the graphic distinguishes larger-scaled hotels (typically national chains) in dark blue from smaller-scaled boutique, or bed & breakfasts in light blue. As depicted, a substantial portion of land is dedicated to lodging enterprises. However, much of this land is used for surface parking facilities by the larger hotels.


Hanover House B&B



Lodging Enterprises Map

LAND USE CONTROLS

Overview

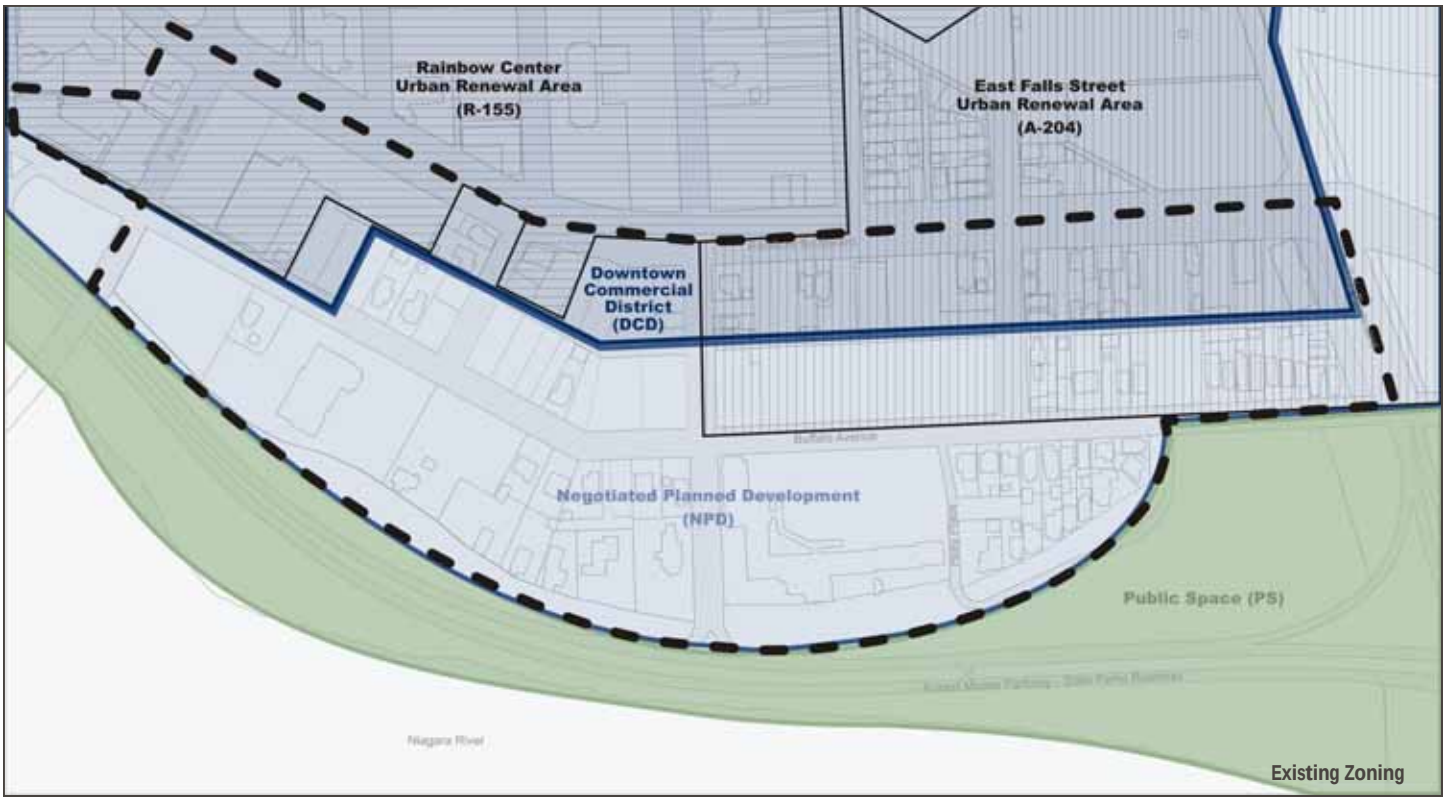
We obtained recently prepared planning documents available from the CNF that would affect, or should guide, the pattern of desirable development within the District. Most relevant to directing the type and form of permitted development, we received and reviewed copies of the urban renewal plans (Rainbow / Falls Street) and the city zoning ordinance that currently regulate land uses within the District as well as a draft of the proposed zoning changes that would supplant the existing ordinance, if adopted by the CNF.

Urban Renewal

We understand that the East Falls Street Urban Renewal Area, which overlapped a portion of the study area has expired, and will not be reinstated. However, as part of another planning initiative, a larger urban renewal area was approved by the CNF. This urban renewal area will not directly affect the District, since its southern most boundary is limited to the center line of Rainbow Boulevard (the northern boundary of this study area). Additionally, individual action areas of the new urban renewal area will be identified in the future, as needed.

Existing Zoning

The District is currently zoned Negotiated Planned Development (NPD) which is intended to provide the flexibility necessary to develop a district with mixed -uses. Specific uses deemed appropriate for the zoning classification include residential, retail, office, services, and light manufacturing. However, the study area is one of two areas in the city that limit the permitted use to residential. Considering the District's proximity to primary tourist attractions, such restriction seems too constricting to promote investment and development in this area.



Existing Zoning

Proposed Zoning

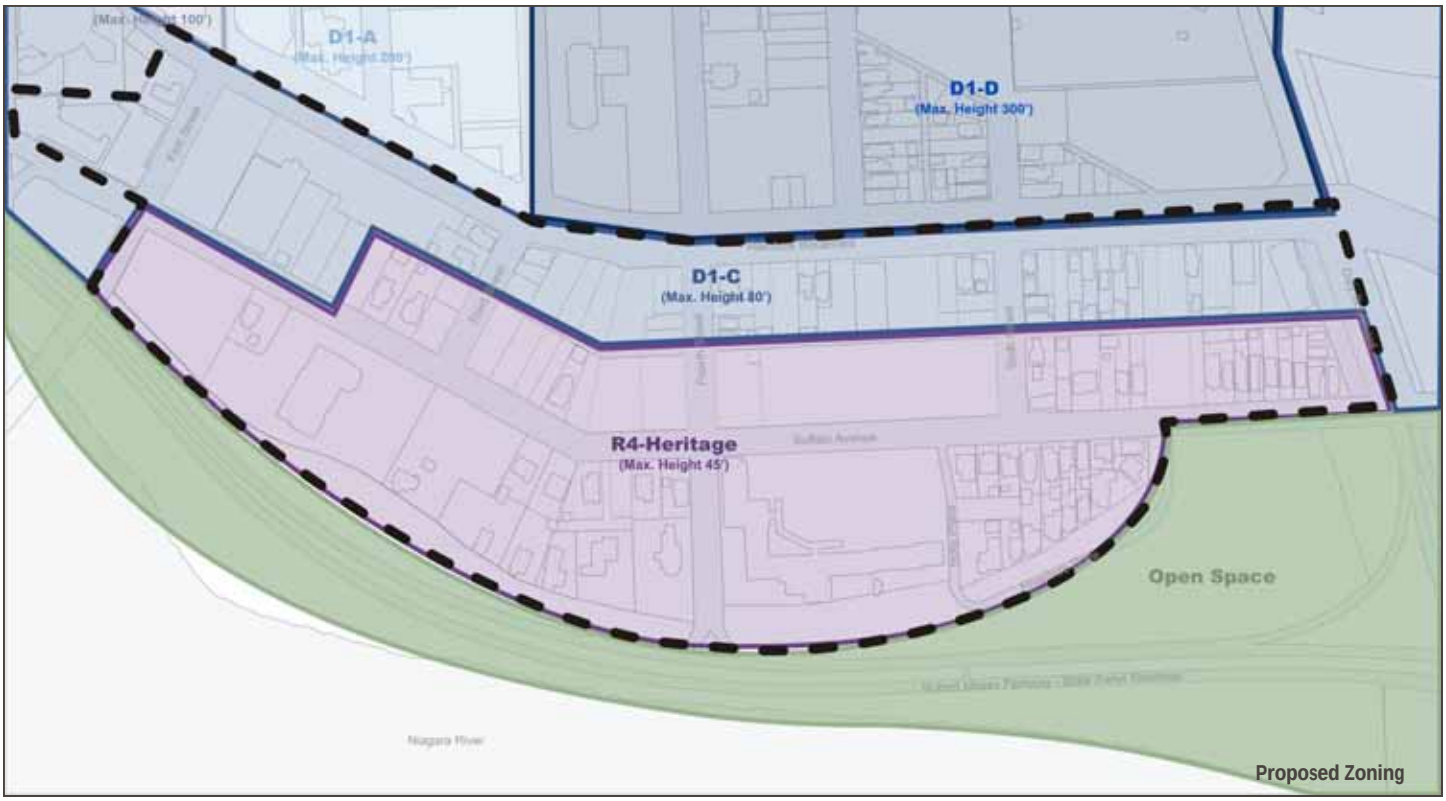
Fortunately, a new, draft zoning ordinance has been prepared that addresses this concern. Once adopted, the new ordinance would split the District into two distinct zoning classifications: D1 -C and R4- Heritage (see figure below). D1 -C zoning along the northern portion of the study area would permit higher (up to 80') and more dense development along Rainbow Boulevard. R4- Heritage zoning would permit development not as high (maximum 45')and not as dense as the D1 -C, but would "step down" to the State Park and the Niagara River.

Permitted Uses

These two new zoning classifications would likely facilitate development within the District by targeting more dense development along the commercially-oriented Rainbow Boulevard, but also by protecting the historical character of Buffalo Avenue and Riverside Drive. Moreover, the expanded range of permitted uses in both zoning ordinances (particularly commercial uses in the R4-Heritage) would be key to establishing a mixed-used district that would provide the services and retail opportunities for both

Design Standards

We also reviewed the design standards that are included in the proposed zoning ordinance. While providing general guidance for good design, these supplemental regulations address the city as a whole. Consequently, the language does not pick up on the richness and fine detail that create visually interesting places or distinguish one neighborhood from another. For this reason, an output from the revitalization strategy may result in refinement recommendations to both the CNF zoning ordinance and its design standards.



Proposed Zoning

PUBLIC INFRASTRUCTURE

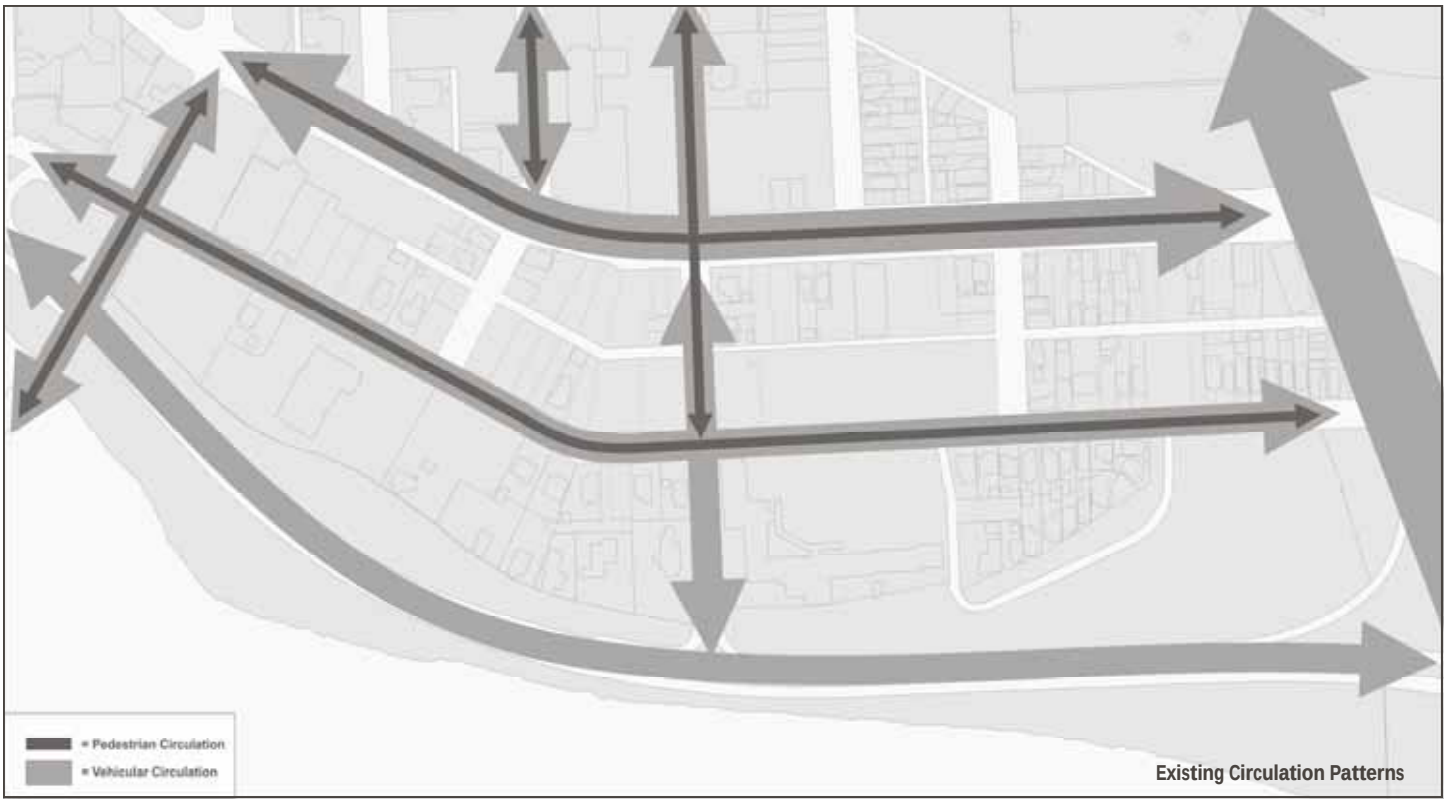
Relevant Projects

We obtained limited infrastructure information, such as that identified on street plans. For example, we received from USAN reconstruction drawings for Rainbow Boulevard, and street plans and sections based on a Buffalo Avenue sidewalk improvement program (1988) from the CNF. Additionally, we obtained knowledge of specific planned or committed area improvements that would take in and near the District, such as the Rainbow Boulevard reconstruction and the Robert Moses Parkway South Segment. Unfortunately, we were unable to obtain from the CNF water and sewer system information, such as detailed map location and age of installation or last update. While not particularly critical to our project, the information would have been helpful in appreciating any constraints to future projects.

Right-of-Way (ROW)

We obtained CNF tax maps to determine public ROW dimensions for District streets and alleys. Pavement and sidewalk width information was limited to that contained in the above referenced plans. Consequently, we field measured widths of remaining streets and sidewalks to complete our inventory. We also qualitatively assessed and photographed street pavement, curb, and sidewalk conditions throughout the District (See Attachment 1).

In general, all streets have a 66' wide ROW, and are typically comprised of two-way traffic in 11' wide traffic lanes and an 8' parking lane totaling 30' of pavement. The existing 5' sidewalks are immediately adjacent to the roadway. The alleys generally have a 27' ROW, although the segment between 4th and 6th streets shows only a 13' ROW.



Existing Circulation Patterns

Circulation

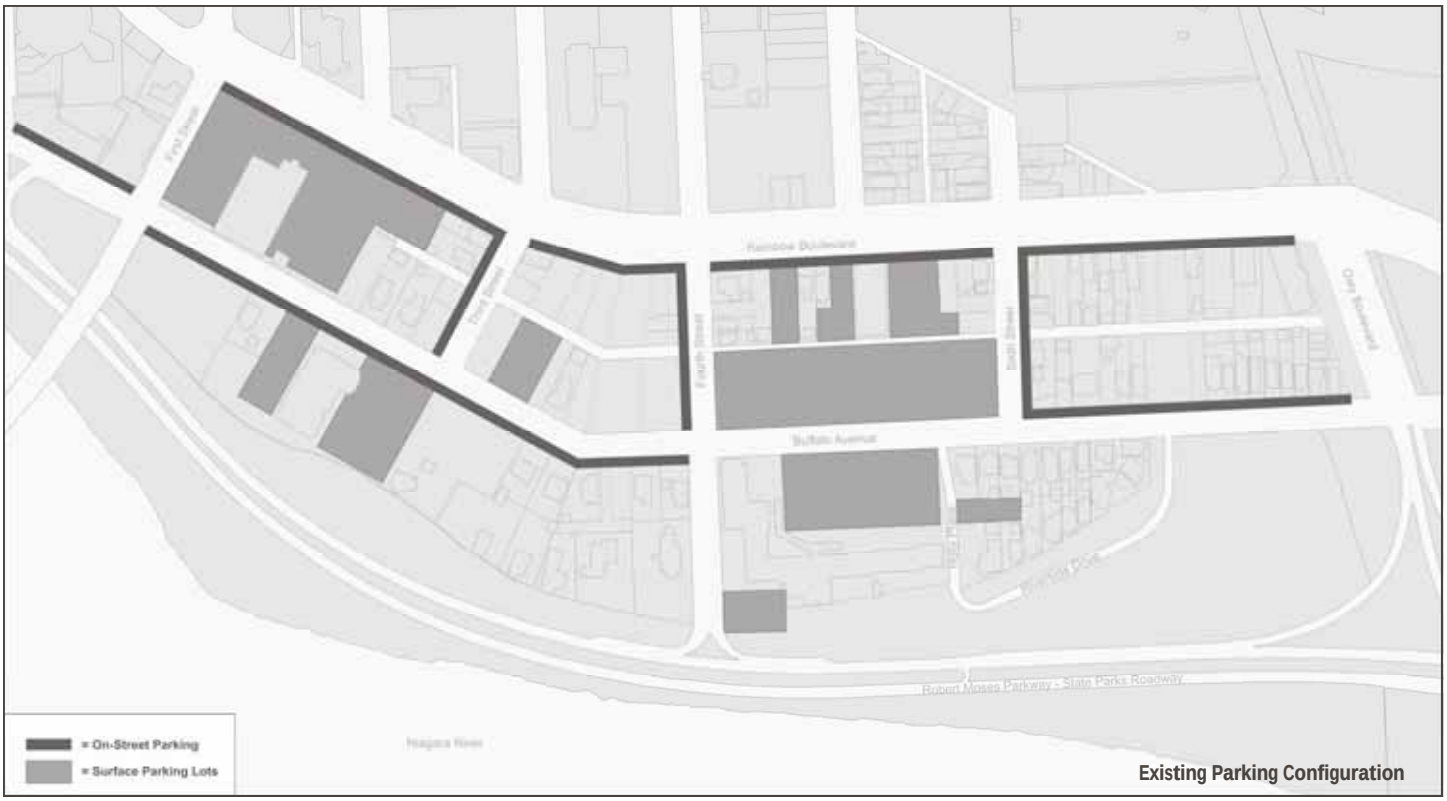
The District is generally a secluded residential neighborhood with a fairly small amount of vehicular traffic through the District (see figure on opposite page). However, substantial traffic volumes surround the District: Daly Boulevard (east) and the State Park Access Road (south) are effectively the entrance to the city from the Robert Moses Parkway; Rainbow Boulevard (north) is a significant thoroughfare in the downtown area; and 1st Street (west) provides tourist access to Goat Island.

1st and 4th street are important corridors for pedestrian movements into and through the District. Unfortunately, 4th Street does not have sidewalks south of Buffalo Avenue. In addition to this link, there are other opportunities for enhanced connections to the pedestrian network that will be examined in later tasks.

Parking

As illustrated below, existing on-street parking within the District can be found on the west side of Third and Fourth Streets, the east side of Sixth Street, the south side of Rainbow Boulevard as well as a portion of the south side of Buffalo Avenue. Parking meter poles have been installed along Third, Fourth and Sixth Streets, however, no meter heads are on these poles.

Surface parking lots cover a large portion of the District. Although not formally paved, vacant parcels on Buffalo Avenue are currently utilized for parking. Exposed parking lots and an emphasis on vehicular circulation undermine the first impression of the District. These parking areas create large voids in the street wall and detract from the District's urban fabric. As the continuity continues to erode. pedestrian traffic



Existing Parking Configuration

URBAN DESIGN ELEMENTS

During our in-field surveys, we made several street-level observations of elements contributing to, or in several instances, detracting from, the pedestrian experience in the public realm of the District. We qualitatively assessed and photographically documented the elements and features that shape the character of the area. Specific components of our assessment included structures, vistas/view sheds, pavements/sidewalks, street furniture, lighting, signage, interpretive elements, and landscaping. Photographs of streetscape and urban design elements are included on the attached CD-ROM.

Buffalo Avenue lacks the ambiance of a mature tree canopy due to a significant amount of missing, and many damaged, trees. In addition, the streetscape appears cluttered with abundance of street signs.

Sidewalks and curbs are in especially poor condition on side streets (photo of 6th Street)

The Robert Moses Parkway embankment in the background blocks the viewshed to the river from Riverside Drive.

4th Street lacks sidewalks between Buffalo Avenue and the River that consequently creates an uninviting environment for pedestrians.

Similar to our infrastructure assessment, we generally found the public streetscape elements to be in poor condition. In addition, we noticed that some elements are not uniform, or consistent, with related elements throughout the District. For example, curbs along Buffalo Avenue are granite, yet 3rd, 4th and 6th streets have sandstone curbs and Riverside Drive does not have any curbing material. Also, the sidewalks along Buffalo Avenue are comprised of brick material in a herring bone pattern. Again, 3rd, 4th and 6th Streets have concrete sidewalks and Riverside Drive does not have any sidewalks. More uniformity among public streetscape elements would improve the image of the District as well as enhance the pedestrian experience.

Vacant parcels erode neighborhood fabric and contribute to the negative perception of the District (photo of 3rd Street).

The existing Central Park light standard is appropriate in scale and theme, however, some lamps exhibit faded paint while others are dirty with cobwebs. Also, the lamps are spaced too far apart resulting in poorly lit areas, which contributes to safety concerns.

The alleys are in very poor physical condition and have become dumping grounds, which result in a negative perception of the District.

Sidewalks juxtaposed to the roadway not only impact pedestrian sense of safety, but also provide little space for snow storage.

Architectural Features

We collected general information regarding architectural styles, properties listed on the National Register and locally designated landmarks. We also identified potential historical themes for properties within the District based on the historic building structures inventory forms, which were completed in 2004. However, we anticipated augmenting these materials with detailed property assessment data (i.e., number of rooms, bedrooms, square feet, baths) from the CNF or Niagara County real property information systems, but unfortunately, we were unable to obtain these records. This information would have helped us better understand some of the physical challenges and costs associated with potentially converting existing structures from residential to retail or service-oriented uses, particularly non-traditional lodging like bed & breakfasts, through adaptive reuse. Despite this setback, we have assembled other pertinent information that will aid with the formation of cash flow analysis for various, potential development prototypes to be considered for the District.

The District contains the following building styles.

- Dutch Colonial
- Georgian
- Federal (Adam)
- Queen Anne
- Greek Revival
- Italianate
- Tudor
- Neo-Classical
- Italian Renaissance/ Mediterranean Colonial
- Arts and Crafts
- Gothic Revival

Georgian

Queen Anne

Italian Renaissance/ Mediterranean Colonial

INCENTIVE PROGRAMS

We received and reviewed documents and materials that describe existing financial incentive programs intended to entice development. In particular, we have assessed USAN incentive programs, CNF Loan Programs, and the Niagara Falls Empire Zone Business Incentive Programs. We also gathered information regarding real property tax abatement programs from the CNF's Assessors Office. Lastly, we are assembling historic preservation tax credit information that are funded by various state and federal sources, as potential programs to be considered for helping to spur development in the District. All of these programs will be evaluated for their suitability to address District needs, and some may be factored into the forthcoming cash flow analysis, as appropriate, to demonstrate how their application could reduce investment costs for projects in the District. We will also identify how additional incentive programs could be targeted and make specific recommendations for new programs elements (grant/loan amounts, application requirements and monitoring). The intention of all these incentive programs is to "prime the pump" of development in this important, and advantageously located, District.

CONCLUSION

In conclusion, we have inventoried, mapped and assembled databases, as appropriate, the characteristics and features of the Buffalo Avenue Heritage District for the purpose of planning a revitalization strategy for the District. Using a combination of secondary data sources and in-field (windshield) surveys, the collected information will serve to inform District planning. Having assembled sufficient information for project planning purposes, our next step is identifying the opportunities and constraints inherent to the District.

APPENDIX C: CONDITIONS ASSESSMENT MEMO

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PROJECT MEMORANDUM #2:
BUILDING CONDITIONS ASSESSMENT

April 2008

Buffalo Avenue Heritage District Revitalization Strategy

Niagara Falls, New York

Prepared for:

USA Niagara Development Corporation

City of Niagara Falls

Prepared by:

PARSONS BRINCKERHOFF

OVERVIEW

USA Niagara Development Corporation (USAN) and the City of Niagara Falls (CNF) seek to develop a strategic action program for the revitalization of the Buffalo Avenue Heritage District (hereinafter referred to as the "District") in the City of Niagara Falls. The project area is generally bounded by Rainbow Boulevard, John. B. Daly Boulevard, Old Main Street and the Niagara Falls State Park.

The primary objective of this project is to identify actions that would build upon recent and on-going CNF planning and rezoning efforts to facilitate and foster reinvestment in this neighborhood. As a first step to better understand the District's characteristics and features, we have collected data and assembled relevant information for project planning purposes that help describe current conditions in the Heritage District.

This memo is intended to provide a brief overview of our building assessment methodology, report the results of our field assessment work, and identify issues encountered during field work, if any. Building condition assessment information informs our understanding of major rehabilitative needs in the District.

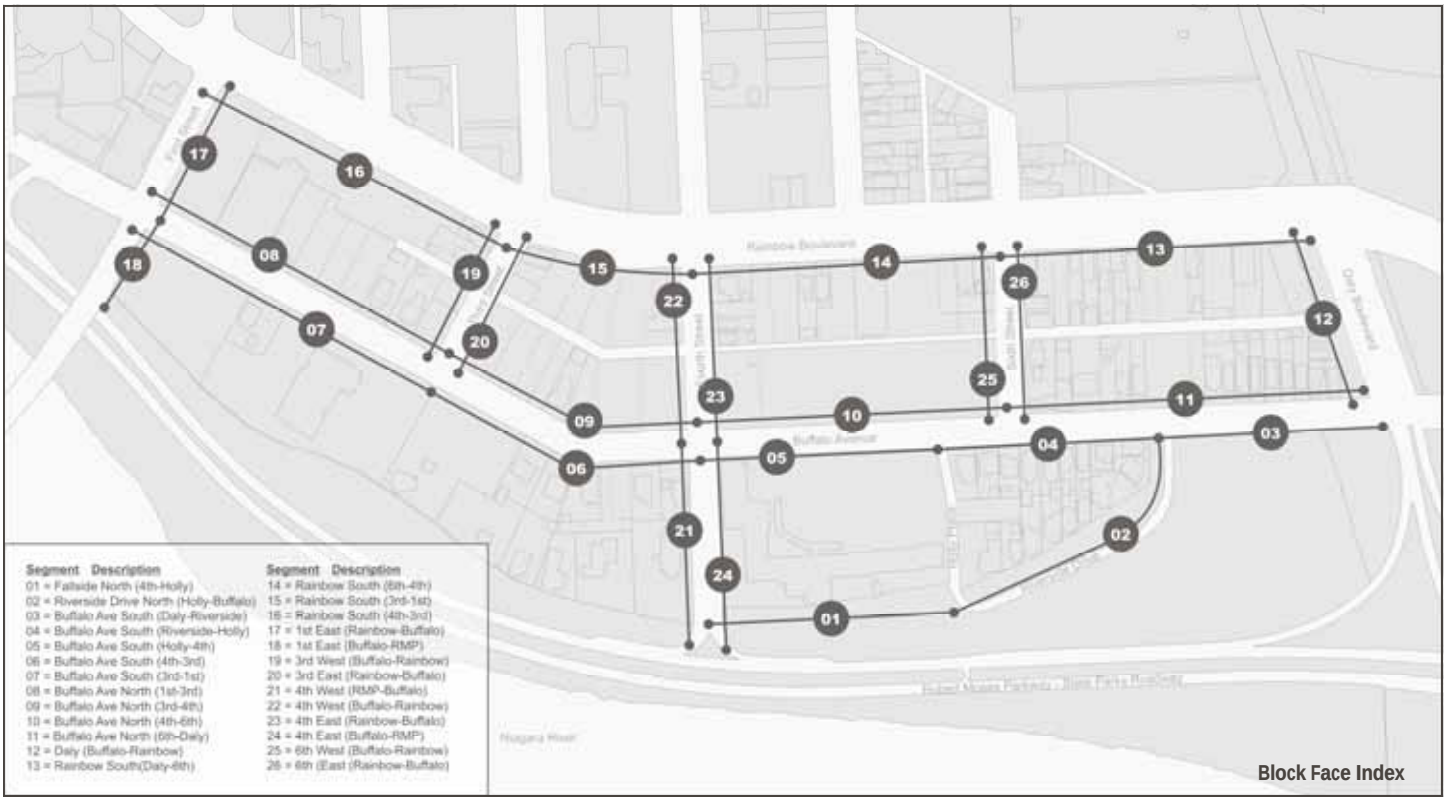
CONDITION ASSESSMENT METHODOLOGY

In March 2007, our team conducted a block-by-block windshield conditions assessment of primary and secondary structural components of buildings in the District. The purpose of the assessment was to develop an understanding of major rehabilitative needs to structures within in the District.

We employed a methodology based on building and site condition assessment methods developed by the National Center for Preservation Technology and Training for the Federal Emergency Management Administration (FEMA) and assessment tools developed for use by the City of Merriam, Kansas in assessing neighborhood building conditions. Assessments were performed for those portions of structures visible from the public right-of-way. We did not access private property. A copy of our field assessment worksheet is contained on the attached CD-ROM.

Team members completing the assessments, though knowledgeable of the building process and materials, were not certified appraisers, surveyors, or licensed inspectors. Nonetheless, they successfully identified and catalogued major rehabilitative needs on field data entry forms and photographed each structure. Our methodology resulted in a composite rating for each primary structure in the District. The composite ratings have been referenced to section-lot-block (SBL) numbers in an Excel spreadsheet allowing for ease of integration with CNF GIS databases. Although our scope of work indicates that CNF staff would provide thematic mapping based on this data, we have produced the maps in-house.

During our field work, each property was photographed. We then annotated selected structure photographs to illustrate suggested improvements and needs. Also completed during this task, we photographed 26 complete block faces, which will be used in presenting site context issues, existing conditions and proposed improvements. These work products are provided on the attached CD-ROM. The image on the opposite page is an index of the block faces that provides quick reference to corresponding materials on the CD-ROM.



Block Face Index

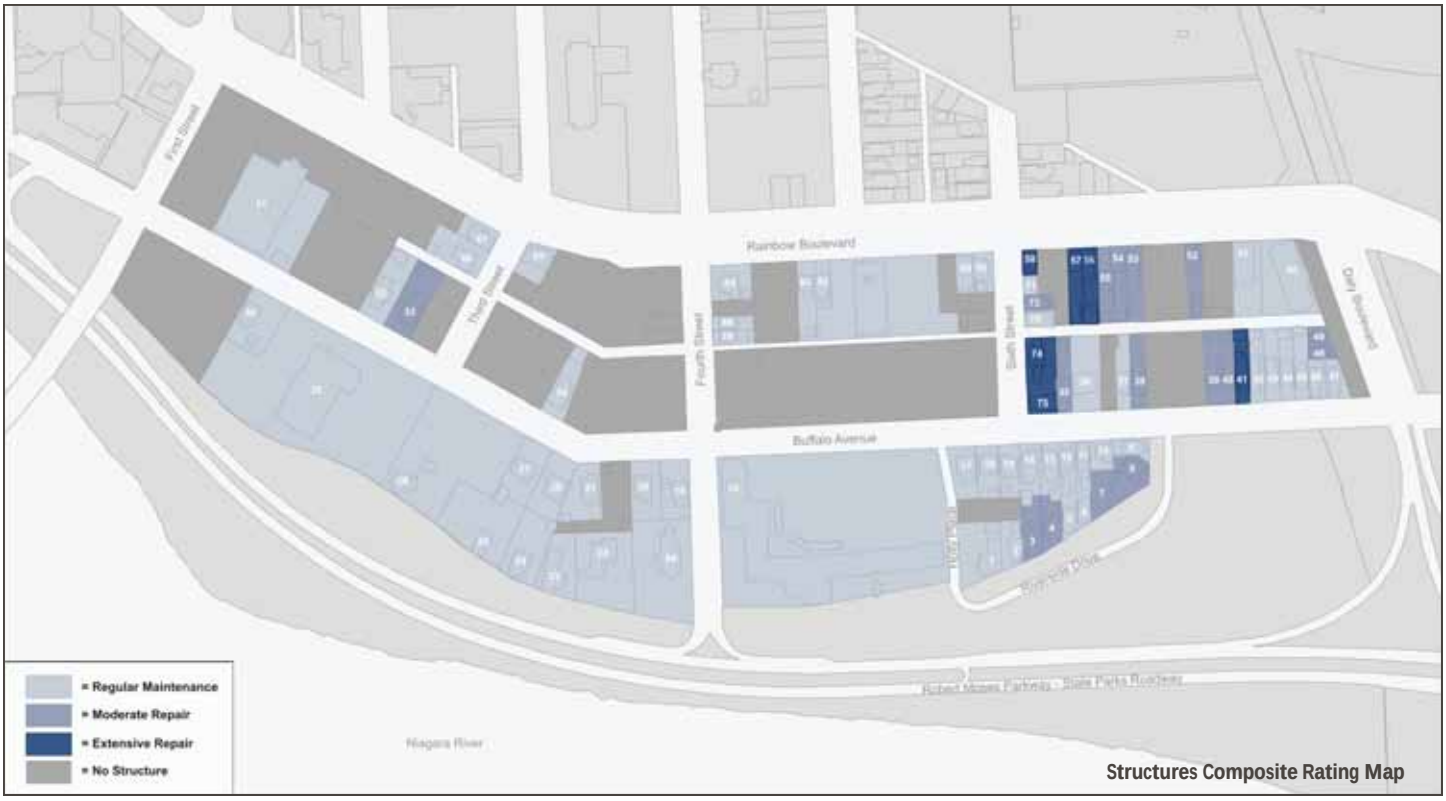
FIELD WORK RESULTS

Field team members noted that a letter from USAN to residents and property owners helped with their work. The letter informed residents that the project had commenced, identified assessment team members as contractors of the agency, and consequently helped spur curiosity from residents, as they initiated dialogue with members of our assessment team.

While in the field, we assessed 75 structures within the District and generally found the structures to be in fair condition, requiring general maintenance and up-keep (individual summary sheets that include a photograph of corresponding structure are included on the attached CD-ROM). However, in order to improve the overall appearance of the District, substantial improvements would be required.

At a minimum, typical structure needs range from replacing trim around doors and windows to applying a fresh coat of paint on exterior walls. In limited instances, major rehabilitation of primary building components, such as roofing systems are required as well as related gutter and downspouts where substantial water damage was identified on several structures. A surprising number of porches warrant significant repair, and landscaping throughout the District could be greatly improved. We also verified vacant parcels for the purpose of updating our base maps/aerials, and noted that there currently is more vacant land within the District than originally thought. A thematic map indicating our overall composite rating for each structure is shown on the opposite page. Structures exhibiting the greatest need for repairs are located in the eastern portion of the District in an area bound Rainbow Boulevard, Daly Boulevard, Buffalo Avenue and 6th Street.

In addition to compiling information from our field assessments, we have prepared brief summaries for each of the primary and secondary structural components (11 total) on a District-wide basis. Each sheet includes a description of conditions, photographs documenting the conditions, and a count of structures by composite rating. These sheets are presented in the next section, “Structural Components Summary”.



Structures Composite Rating Map

STRUCTURAL COMPONENTS SUMMARY

Primary Structural Components
Foundation

603 Rainbow Boulevard

Observations

Most foundations throughout the study area found to be in fair to good condition, thus requiring little or regular maintenance. The primary exception is 603 Rainbow Avenue, which exhibits deteriorating condition that warrants moderate repair.

Regular Maintenance	**74 Units**
Moderate Repair	**1 Units**
Extensive Repair	**0 Units**

Primary Structural Components
Exterior Walls

718 Buffalo Avenue

113 6th Street

625 Rainbow Boulevard

Observations

General maintenance and minor repair is needed for the exterior walls of many residences. Peeling paint on siding and trim has weathered to the extent that it will cause breakdown of the materials. Asbestos siding and wood shakes are chipped and need repair or replacement. Several homes with stucco facades have cracks that require patching.

Regular Maintenance	**69 Units**
Moderate Repair	**6 Units**
Extensive Repair	**0 Units**

Primary Structural Components
Roof Structure and Roof Membrane

608 Buffalo Avenue

123 6th Street

521 Rainbow Boulevard

Observations

Structurally, most roofs appear sound. There are several residences that need minor repair of curling or missing asphalt shingles. Shown here are examples of roofs requiring a new layer of shingles to be applied. More extensive repairs include deteriorating flashing membranes in valleys, and roofs with the maximum number of layers of asphalt shingles—requiring removal before applying new shingles.

Regular Maintenance	**64 Units**
Moderate Repair	**9 Units**
Extensive Repair	**2 Units**

Secondary Structural Components
Porches and Steps

720 Buffalo Avenue

610 Riverside Drive

103 Sixth Street

Observations

Most residences have porches, in varying degrees of condition. Several are in need of minor attention such as replacing missing spindles, applying paint or weatherproofing, and replacing trim pieces. The examples shown here require more extensive work; structural reinforcement, repointing and painting, step repair and replacing missing skirting.

None Exhibited	**1 Units**
Regular Maintenance	**55 Units**
Moderate Repair	**16 Units**
Extensive Repair	**3 Units**

Secondary Structural Components
Windows Units

112 Quay Street

123 6th Street

621 Rainbow Boulevard

Observations

Several homes need maintenance on window trim, ranging from painting to replacing broken or split trim pieces. Shutters are missing or broken and need attention. There are a few residences with missing windows that have been boarded up or covered in plastic.

Regular Maintenance	**67 Units**
Moderate Repair	**6 Units**
Extensive Repair	**2 Units**

Secondary Structural Components
Door Units

162 Buffalo Avenue

603 Rainbow Boulevard

613-615 Rainbow Boulevard

Observations

Most of the same properties that require moderate repair to window units also require repair on door units. These properties need maintenance on door trim, ranging from painting to replacing broken or split trim pieces.

Regular Maintenance	**71 Units**
Moderate Repair	**2 Units**
Extensive Repair	**2 Units**

Secondary Structural Components
Chimneys

625 Buffalo Avenue

730 Buffalo Avenue

112 Quay Street

Observations

While not all properties have a chimney, most throughout the district require a range of repairs. Some are leaning, others, as shown at left have been braced and should have masonry units replaced. Also, significant brick degradation is evident, requiring substantial repair or replacement of the chimney. Efflorescence is visible; indicating a moisture problem or breakdown of the mortar, either requiring attention.

None Exhibited	**13 Units**
Regular Maintenance	**54 Units**
Moderate Repair	**7 Units**
Extensive Repair	**1 Units**

Secondary Structural Components
Gutters and Downspouts

600 Riverside Drive

632 Riverside Drive

718 Buffalo Avenue

Observations

Gutter deficiencies include broken attachments to fascias, and missing sections or connections to downspouts. Substantial water damage is evident on several structures where gutter/downspout systems are in disrepair.

None Exhibited	**9 Units**
Regular Maintenance	**61 Units**
Moderate Repair	**5 Units**
Extensive Repair	**0 Units**

Secondary Structural Components
Walkways

112 Quay Street

116 Quay Street

115 6th Street

Observations

Most properties require regular maintenance and upkeep to walkways, which are important considering several properties do not have an adjacent driveway from the street for pedestrian access to the front of the house (they are loaded from an alley). Some properties require more immediate attention to walkways that cracked and heaving, creating hazards. Well-maintained and diverse walkways would add to the ambiance of the District.

None Exhibited	**6 Units**
Regular Maintenance	**67 Units**
Moderate Repair	**2 Units**
Extensive Repair	**0 Units**

Secondary Structural Components
Driveways

103 6th Street

623 Buffalo Avenue

621 Buffalo Avenue

Observations

Most properties require attention to this component. Several driveways are cracked and heaving, creating hazards. A few driveways are compacted soil or gravel requiring application of a paving surface. Of note, several properties do not have driveways; some have rear access from an alley while others are limited to on-street parking.

None Exhibited	**20 Units**
Regular Maintenance	**48 Units**
Moderate Repair	**7 Units**
Extensive Repair	**0 Units**

Secondary Structural Components
Landscaping

162 Buffalo Avenue

714 Buffalo Avenue

623 Buffalo Avenue

Observations

Most properties are in fair to good condition and require regular maintenance. However, several properties require some level of attention, as conditions range from no vegetation to overgrown shrubs and grass.

None Exhibited	**3 Units**
Regular Maintenance	**66 Units**
Moderate Repair	**6 Units**
Extensive Repair	**0 Units**

CONCLUSION

In conclusion, we have inventoried (as appropriate and available) the characteristics and conditions of structures within the District for the purpose of planning a revitalization strategy for the District. This collected information will serve to prepare a description of baseline conditions of the District, and will be used in later tasks as the basis for recommended targeted incentive programs to upgrade area building conditions. Using the output of this work, one of our next steps is to prepare order of magnitude costs (i.e., square feet basis) estimates by general type of improvement to help establish an overview of financial need as well as to identify specific opportunities and constraints inherent to the District.

APPENDIX D: MARKET ASSESSMENT MEMO

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PROJECT MEMORANDUM #3: MARKET CONDITIONS ASSESSMENT

April 2008

Buffalo Avenue Heritage District Revitalization Strategy

Niagara Falls, New York

Prepared for:

USA Niagara Development Corporation

City of Niagara Falls

Prepared by:

PARSONS BRINCKERHOFF

OVERVIEW

USA Niagara Development Corporation (USAN) and the City of Niagara Falls (CNF) seek to develop a strategic action program for the revitalization of the Buffalo Avenue Heritage District (hereinafter referred to as the "District") in the City of Niagara Falls. The project area is generally bounded by Rainbow Boulevard, John. B. Daly Boulevard, Old Main Street and the Niagara Falls State Park.

The primary objective of this project is to identify actions that would build upon recent and on-going CNF planning and rezoning efforts to facilitate and foster reinvestment in this neighborhood. In support of the aforementioned initiative, this memo is intended to provide a brief overview of our market conditions methodology, identify with whom we discussed the project and the District as a whole, and report the results of our meetings. The information derived from our market conditions assessment will form the basis for the subsequent opportunities and constraints memo, which will be key to the development of the revitalization strategy for the District.

MARKET ASSESSMENT

In order to expand our understanding of the District, we reviewed market data from local agencies and recent market studies, including *Seneca Niagara Casino Fiscal and Economic Impact on Niagara Falls, NY; USA Niagara Development Strategy A Blueprint for Revitalization of Downtown Niagara Falls; Market Analysis for Tourist Attractions Niagara Falls, NY* and *Visitor Profile Surveys* from Niagara University's Hospitality Training and Research Center.

We also held several meetings with various stakeholders to learn about the elements and perceptions that frame or influence the District. The manner in which these meetings were held was slightly different than our original approach. Though we initially anticipated hosting focus group sessions with localized business owners (to learn of their needs), predominant land owners (to learn of their intentions), and outside developers (to gain a fresh perspective on opportunity or hindrance), we conducted more one-on-one interviews instead. This was partially a result of scheduling and willingness/availability of potential participants. The table below shows who we met with, the entity/group they represent, and the date and location of the meeting.

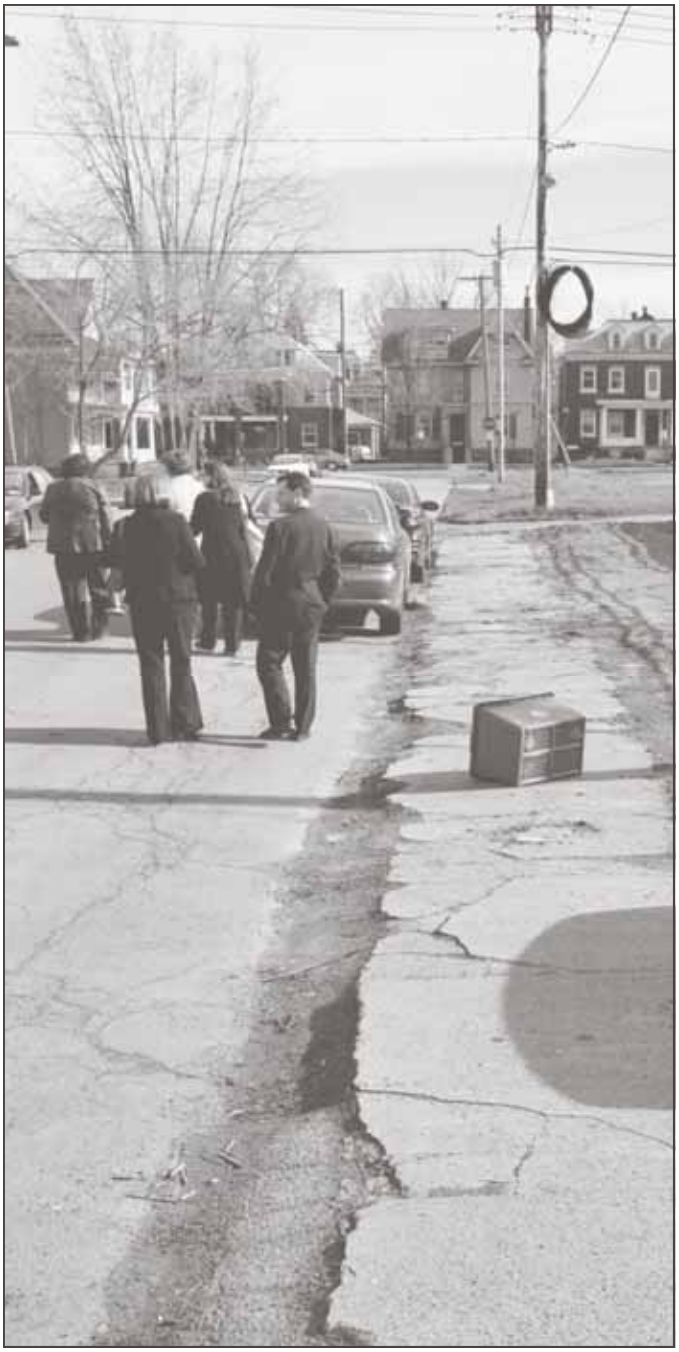
Market Conditions Memo 3 Placeholder

Person	Entity/Group	Meeting Date	Meeting Location
Virginia Celenza Barbara Leoncavallo Anne Marriage Ralph Guetta Laura Lee Morgan	The Holley-Rankine House Hanover House Elizabeth House The Falls Rainbow House	April 12, 2007	The Conference Center
Barbara Leoncavallo Anne Marriage Ralph Guetta Laura Lee Morgan Marilyn Shivery	Hanover House Elizabeth House The Falls Rainbow House The Niagara Seasons	April 30, 2007	Walking tour
Ramesh Patel Joe Civelli Phil Villella	Hampton Inn Four Points Sheraton Super 8 Niagara Falls	May 21, 2007	USAN office
Mike Verma Ashok Chopra Paul Sutton	Fallside Hotel Fallside Hotel Fallside Hotel	May 24, 2007	Fallside Hotel
Jim Copia	Land owner	May 30, 2007	USAN office
Brian Smith	First Amherst Development	July 2, 2007	Walking tour
Laura Lee Morgan	B&B owner (Rainbow House)	June 20, 2007	Phone conversation
Al Nihill	NYSOPRHP	September 13, 2007	USAN office

GENERAL OBSERVATIONS

Despite the varying backgrounds and interests of the interviewees, several recurring themes were discussed. While there was a sense of optimism regarding the future of the District and downtown Niagara Falls in general, there was also recognition of the substantial improvements required to realize their visions. By far the greatest concern was the deteriorating appearance of the District. Other issues were specific to a particular segment of the District. After analyzing the comments from the interviews, we categorized them into topic areas for the purpose of providing a synopsis of the concerns raised, and suggestions offered, by the District's stakeholders.

By far the greatest concern was the deteriorating appearance of the District.



Recurring Themes

District Appearance

As previously indicated, the general appearance and condition of the District was the most important issue among our interviewees. The concerns range from lack of cleanliness, abundance of vacant structures and lots, and poor condition of infrastructure. The following is a detailed list generated from the interviews of suggested actions to improve the appearance of the District.

- Improve first impression of the District; make it appear more inviting.
- Improve public infrastructure, i.e. streets, sidewalks, alleys, lighting.
- Address pedestrian safety concerns (pedestrians in 4th street;).
- Enhance sense of safety (more lighting for night walking; cabs at night; install security cameras).
- Address apparent drug activity occurring in alleys.
- Address vacant buildings.
- Enforce building/property maintenance codes (especially lawn mowing at vacant lots) ordinances.
- Add more landscaping, flowers, and plants.
- Transition the State Park and the neighborhood in a seamless manner.

Traffic, Circulation and Parking

The interviewees expressed a desire to shape the District into a tranquil destination by slowing vehicular traffic speeds and reducing through traffic. However, there was also general recognition of the need for multiple modes of transportation to circulate through the District, and even support for enhancing/ expanding these various networks to make it easier for more people to visit the District. While this topic area brought to light that most stakeholders have similar vehicular-related needs, it also showed how they are addressed in varying ways. For example, parking is needed, but is handled differently by the hotels, which have purchased adjacent parcels and converted them to surface parking lots, and the B&B owners, who rely on the alleys to access on- site parking at the rear their properties. Also, on-street parking is important to neighborhood residents, but they are concerned about casino workers occupying these limited spaces. Derived from our interviews, the following is a list of observations and suggested improvements to traffic, circulation and parking.

- Reduce and slow down traffic on Buffalo Avenue.
- Prevent casino event traffic from using Buffalo Avenue as connector to Robert Moses Parkway.
- Address traffic accidents at 4th Street – Buffalo Avenue intersection.
- Improve pedestrian access to State Park.
- Expand bicycle paths/network to more destinations.
- Improve pedestrian signage.
- Simplify trolley system for tourists who are sometimes charged twice on two trolley systems.
- Determine why NFTA buses do not always stop at their designated stop locations.
- Find appropriate location (off Buffalo Ave) for tour bus parking.
- Coordinate shared/rented parking spaces among businesses and/or residents.
- Improve appearance/safety of alleys used by businesses and residents to access parking.

Lodging

While District hotel operators and B&B owners aired similar concerns about the appearance and condition of the District, they also cited differences in how their businesses operate that consequently demonstrates the varying needs between these two stakeholders. For the purpose of comparing and contrasting the hotel operators and the B&B owners, the following list of bullets takes on a slightly different form than prior topic areas.

- Both groups agree that most visitors are primarily drawn to the city to see the Falls and that the casino is a secondary attraction.
- The casino hotel is perceived to have a financial advantage over them, as it is exempt from bed and sales taxes. The hotel owners suggest introducing some form of tax relief to level the playing field.
- Rooms at the casino hotel are often "comped", i.e. given away for free, to casino patrons, and exacerbates the perception of a skewed market in favor of the casino hotel.
- While overall length of stays seem to be increasing, foreign visitor stays appear to be down at the hotels, but increasing at the B&Bs.
- The hotels tend to host mostly families and few business travelers, whereas the B&Bs are less likely to accommodate children or pets. B&B owners noted that many of their patrons are from New York City or international travelers who tend to prefer B&Bs over standard hotels.
- B&B owners noted that US travelers prefer separate bath facilities, whereas foreign travelers are less likely to require such accommodations.
- Most B&Bs are not handicap accessible.
- Walk-in traffic appears to be increasing for both groups, but the B&Bs prefer to take reservations over the phone or through the internet in order to screen patrons (guests are staying at owner's residence, which causes owners to be more cautious).
- Most existing B&Bs are a secondary source of income for owners.
- There appears to be a market opportunity for upscale hotel rooms, as only mid-level quality rooms are currently available.

Building Systems

Property owners as well B&B owners explained that owning an older building can be challenging for a variety of reasons. They cited some specific hurdles they face while improving or even maintaining their properties, and suggested that overcoming or removing such obstacles could be a catalyst to improving the properties within the District. The following is a list of challenges identified by property owners.

- Understanding the process and/or receiving building permits can be difficult.
- Achieving code compliance during a renovation project can be cost prohibitive.
- Upgrading mechanical systems, i.e. plumbing (from galvanized to copper), electrical (from fuses to circuits) is necessary, but costly.
- Improving energy efficiency (especially heat) is sorely needed, but can be costly.
- Understanding the requirements for achieving historic designation is challenging.
- Understanding the process for obtaining historic preservation resources is confusing.

Marketing and Investments

In general, the interviewees believe they need to organize and form a group to develop peer pressure at the grassroots level in order to puch the City to respond to their needs as well as to market themselves beyond the region. In addition, they also strongly feel the area needs more tourist attractions (especially family-oriented) and amenities (such as restaurants) to extend visitor stays. Moreover, it was suggested that a 'story' be told to help sell developers on the District's potential as a good investment. To that end, the following is a list of suggested actions to improve the economic health of the District that was generated from the interviews.

- Discontinue spending bed tax revenues on advertising/marketing destinations that do not charge bed taxes.
- Be advised that creation of a special assessment district would be a hard sell to property owners, as it would be viewed as another burdensome fee.
- Stop property speculating with asking prices 3X assessed value.
- Stop land speculators from demolishing structures to reduce tax/insurance burdens.
- Note that land speculating spurs market uncertainty.
- Build higher end housing to help improve the District.
- Implement a controlled street vendor program.
- Establish sporting events/tournaments, e.g., soccer, fishing, to bring in more families.
- Encourage NYSOPRHP to invest in more attractions within the park.
- Re-construct Jones Pond as an added amenity.
- Note that bus tours sell package "to see everything in NF in one day" is self-defeating.
- Note that many District residents are employed at the casino.

CONCLUSION

In conclusion, we have reviewed market data and reports as well as interviewed (as appropriate and available) key District stakeholders to help outline the market conditions within the study area for the purpose of planning a revitalization strategy for the District. The information we gathered has helped us gain a better understanding of the elements and perceptions that frame or influence the District. In addition to the need for preservation/rehabilitation of existing structures, there appears to be significant opportunities for new, infill construction due to the abundant supply of vacant land within the District. We will use this knowledge when forming recommendations for physical improvements and incentive programs that will be intended to help address/overcome the issues expressed by the stakeholders. Specifically, this information will form the basis for the forthcoming opportunities and constraints memo, which will be key to the development of the revitalization strategy for the District.

APPENDIX E: OPPORTUNITIES-CONSTRAINTS MEMO

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PROJECT MEMORANDUM #4: OPPORTUNITIES AND CONSTRAINTS

April 2008

Buffalo Avenue Heritage District Revitalization Strategy

Niagara Falls, New York

Prepared for:

USA Niagara Development Corporation

City of Niagara Falls

Prepared by:

PARSONS BRINCKERHOFF

OVERVIEW

USA Niagara Development Corporation (USAN) and the City of Niagara Falls (CNF) seek to develop a strategic action program for the revitalization of the Buffalo Avenue Heritage District in the City of Niagara Falls. The project area is generally bounded by Rainbow Boulevard, John. B. Daly Boulevard, Old Main Street and the Niagara Falls State Park.

The primary objective of this project is to identify actions that would build upon recent and on-going CNF planning and rezoning efforts to facilitate and foster reinvestment in this neighborhood. In support of the aforementioned initiative, this memo is intended to provide a brief overview of what we believe are the challenges that need to be overcome as well as the opportunities that can be built upon in order for the District to realize its potential and become an important asset and added attraction in downtown Niagara Falls. By addressing these concerns and highlighting the possibilities, we have brought into focus the keys to developing the revitalization strategy for the District. The final step, the revitalization strategy itself, will identify specific strategies to reduce or remove the constraints and outline key steps to exploit the opportunities.

Parsons Brinckerhoff
Eco_logic Studio
Preservation Studio
Domachowski, Kempisty & Salvatore

OPPORTUNITIES AND CONSTRAINTS

Location

Constraint: Due to the lack of identity and marketing of social and economic activity, the District is largely an unknown and underutilized area of downtown for visitors. Buffalo Avenue often conjures up images as the industrial area of the city.

Opportunity: The District's proximity to the Niagara River and major tourist attractions (Niagara Falls, Niagara Falls State Park, Seneca Niagara Casino, Niagara Falls Conference Center) is a unique opportunity to leverage investment interest of location between the River, park and downtown.

Infrastructure (in general)

Constraint: The public domain, including streets, alleys, sidewalks, lighting, and utilities, is generally in poor condition (beyond maintenance and repair) and lacks coherent design and unity. The condition of public space is a major contributor to the worn image of the District.

Opportunity: Implementing streetscape improvement projects with unifying theme and components would help create an attractive environment for residents and visitors alike. The existing street grid represents good urban form to build on. Alleys provide opportunity to rear load properties on Buffalo Avenue and Rainbow Boulevard. Public infrastructure investment would improve image and create identity for the District.

Linkages

Constraint: Similar to Infrastructure (in general), 4th Street, the major connection between downtown and the river, is in poor physical condition, especially north of Buffalo Avenue. In addition, there are no sidewalks south of Buffalo Avenue.

Opportunity: 4th Street provides a strong visual and physical link between the park, river, downtown and casino. Enhancing this connection would draw more visitors into and through the District. Appropriate treatment would draw the park into downtown. The section from Robert Moses Parkway to Buffalo Avenue is understated by New York State Office of Parks, Recreation and Historic Preservation, which owns the roadway. Streetscape improvements are therefore key to establishing a welcoming entrance along 4th Street.

Alleys

Constraint: The alleys are in very poor physical condition, are strewn with litter, and have been alleged to be a place of drug activity, which clearly results in a poor perception for this area of the District.

Opportunity: The alleys provide important vehicle access to the rear of properties that front Buffalo Avenue, and could play an even more important access role with increased development, particularly high rise development, along Rainbow Avenue. In addition to rear-loaded parking facilities, the alleys would provide a place for delivery trucks and garbage pick-up thus reducing on-street traffic.

Robert Moses Parkway

Constraint: Robert Moses Parkway visually and physically separates the Buffalo Avenue District from the Niagara River.

Opportunity: In principle, a clear common goal exists: downgrade the roadway and remove the embankment. Such action would improve pedestrian access and restore viewsheds to the Niagara River from the District that could potentially initiate stronger property values and provide market potential for new expanded uses.

Parking

Constraint: Providing sufficient, convenient parking for residents and visitors without compromising the integrity of a desirable urban fabric is a common challenge in most urbane communities. In the Buffalo Avenue District, tour buses are not completely restricted from parking on the streets, and consequently reduce available spaces at key locations for residents and visitors.

Opportunity: Establishing quasi-private, shared parking areas in strategic locations, especially tucked behind buildings along the alleys, would help to preserve a developed street wall. In addition, providing ample on-street parking would increase publicly available parking spaces for short-term visitors, e.g. business patrons, clients or shoppers.

Mix of Hotels

Constraint: With varying needs and interests, hospitality enterprises tend to operate in isolation from one another that collectively results in redundant efforts and initiatives.

Opportunity: The concentration of these businesses brings a range of visitors into the District at all times of the day. Working closely together through a communication network could result in creative solutions to common problems, such as parking. The District has a good base of bed and breakfasts (B&B's) and hotels that should be working together towards a collective vision by addressing common issues and sharing similar interests. Given locational assets, opportunities should be sought to market the District as a unique lodging destination.

Housing Characteristics

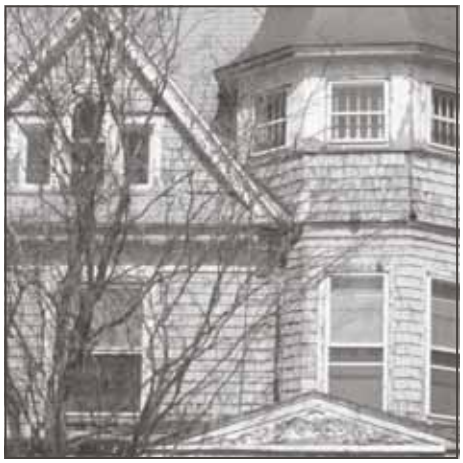
Constraint: Housing units, given size and age, are costly to maintain and heat. The physical condition of public space conveys a detrimental image, adversely affecting property values and income potential.

Opportunity: The District is comprised of a wonderful collection of architecturally-rich structures, which if maintained and marketed, could provide a desirable address in Niagara Falls. These units are cost prohibitive to replicate.

Historic Designation

Constraint: Unifying elements tying the District together are lacking. Large pieces of the historic fabric have been demolished. There is public resistance to historic district designation due to perceived cost increases and little benefit in return.

Opportunity: Historic designation protects and enhances property values on an individual property or district-wide basis. District designation would protect the architectural integrity of structures by requiring a level of review prior to commencing improvements. Designation would also provide access to funding for rehabilitation. Historic district designation would necessitate guidelines restricting incompatible infill development. In the end, designation could be used as a tool to promote image and increase tourism/ visitation.



Code Enforcement

Constraint: Property code enforcement is sporadic at best. Overgrown lots, debris and building neglect contribute to poor physical images. The act of inspecting properties for building violations may be perceived as harassment that could consequently drive some existing owners out of the District.

Opportunity: District-wide code enforcement would substantially improve the collective physical condition and appearance of the District.

Investor Turnover

Constraint: Some owners are clearly frustrated by the lack of attention put into the District by city officials, and simply want out of their investment at fair price. The poor physical condition and resulting perception of the District as being unsafe limits buyer/renter interest.

Opportunity: With a new owner/ occupant comes a fresh perspective on a property and potentially renewed optimism for the District as a whole. These people bought here because they see value in or a bright future for the District. Encourage them to share their investment story with others.

Vacant Land

Constraint: Large tracts of land within the District are controlled by few owners who appear to be holding onto the property in hopes of making a sizable financial gain; a significant portion of this land has had buildings demolished to reduce property tax/insurance burden.

Opportunity: This is an opportunity to approach key property owners to learn of their true intentions. Are they speculating? Are they preparing feasible development plans? Are they open to development ideas from our Project Team? Would they consider selling at a fair price?

Moreover, sizable parcels of land exist for short-term and long-term reuse. The Revitalization Strategy will help create a vision for potential reuse, creating value owners can invest in, partner or sell to gain return on land. The potential exists for appropriate in-fill development that would build on the existing neighborhood fabric.

Land Assembly

Constraint: Current land use controls, which lack maximum height restrictions, have contributed to creating an unclear value for real estate in the District. This is exemplified by some owners valuing land at considerably more than the assessed value of the property. Such high expectations on investment return make acquisition prohibitively expensive for both private and public parties. Moreover, public financial resources for acquisitions are limited, and the responsibility for acquisition has not been determined. Most importantly, a clear purpose for acquiring property has not been previously defined.

Opportunity: A long-term vision for the District would help identify select acquisition of key sites that could jump-start investment. With only a few, targeted owners to deal with and a sizable amount of vacant land, opportunities exist for a range of infill development scenarios as well as open space uses.

Seneca Niagara Casino

Constraint: The casino's lodging accommodations are not subject to the bed and sales taxes that non-casino hotels and B&B's are required to collect, thereby giving the casino hotel a competitive advantage over its hospitality counterparts. In addition, overnight stays at the Seneca hotel are often "comped", i.e. given away for free, to casino patrons that exacerbate the perception of a skewed marketplace in favor of the Senecas.

Opportunity: The casino annually draws several million visitors, who could be enticed to visit a revitalized District. Also, new residential developments in the District could be marketed to casino employees. But perhaps most significantly, the Senecas make annual payments to the City per the compact agreement with New York State to operate the casino. These monies could provide a revenue source for strategic projects within the District.

Seneca Nation of Indians

Constraint: The Seneca Nation of Indians is a sovereign nation with its own agendas and interests leaving public officials with limited ability to influence decisions or entice investment.

Opportunity: The Seneca Nation of Indians has successfully developed and operated the Seneca Niagara Casino, which is just north of the District. Reaching out to the Senecas could lead to partnering, or at the very least collaborating, on new developments or initiatives. An increased presence in and around the District by the Senecas, an entity with a strong financial network and a vested interest in downtown Niagara Falls, could prove to be a catalyst for rejuvenating the District.

Land Use Controls

Constraint: The current zoning code, particularly the Negotiated Planned Development (NPD) classification, has formed a level of uncertainty among adjacent property owners of what land uses and development densities would be permitted within the NPD. Consequently, current codes do not protect the traditional urban fabric of the District.

Opportunity: Updating zoning regulations by revising permitted uses and establishing clear minimums and maximums for heights and setbacks would create a predictable development pattern. Proposed rezoning of the City of Niagara Falls would establish an R4 Heritage District along Buffalo Avenue that would encourage appropriate uses and scaled development. This new zoning would help establish land values.

Perception of District

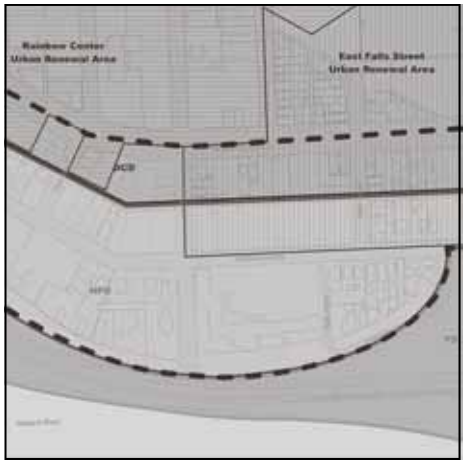
Constraint: The deteriorated image of the District does little to attract private investment or stabilize property values. This image also creates the perception that the area is not safe.

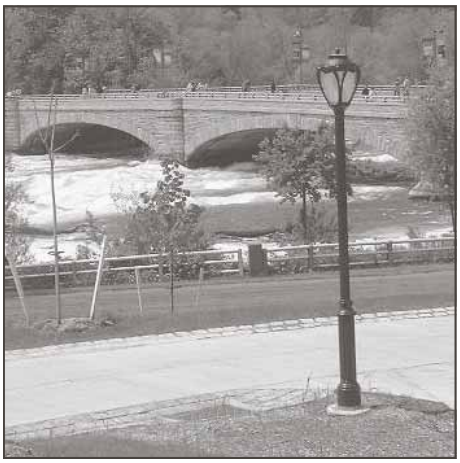
Opportunity: New investors see value in the neighborhood and are optimistic about the future. This presents an opportunity to support and build on their visions. Telling the success stories of these investors will help market a new image for the District. Also, vacant land could be configured to establish temporary venues for activities that bring new visitors to the District and establish its identity.

NYPA/ Greenway Funds

Constraint: Although funding is available, there is no guarantee that monies would be expended in the District. Currently, there is no entity identified to request funds on the District's behalf as well as no identified uses for funds.

Opportunity: Having an already established funding source to draw from is a terrific opportunity to help finance strategic projects that could facilitate the revitalization of the District and generate positive momentum. Identifying an entity to document a need for and request funds for the District will lead to improvement projects. The District is a waterfront community and linkages to the neighborhood and downtown achieve objectives identified by the New York Power Authority (NYPA), which is a viable funding source to draw on.





Community Association

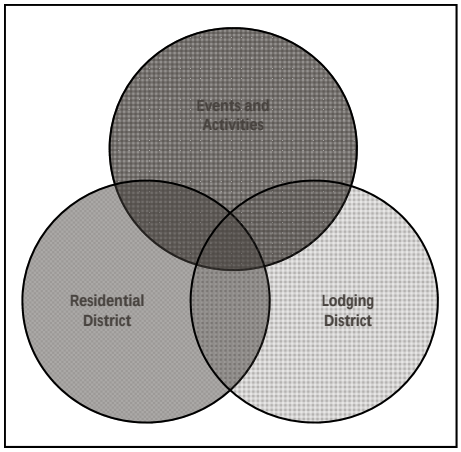
Constraint: No formal or informal organization exists to carry/represent the District's needs; District specific issues could be lost in a larger downtown business association.

Opportunity: Establishing an entity that would represent the collective interests of persons, property owners, and business owners within the District could prove to be a powerful engine for District revival. Increased collaboration among stakeholders would help facilitate the marketing of the District as a premier neighborhood for residential and commercial investment - a place for living, lodging, and shopping. The existing downtown businesses organization is open to discussing a subcommittee, specifically for Buffalo Avenue, as some of the District's needs are unique.

Marketing

Constraint: The District is not marketed effectively. In fact, there is no entity marketing the District as a whole, leaving lodging and other commercial operations to do their own, individual marketing, which appears to be limited. Also, there are perceptions that the area is not adequately represented in city/county marketing materials, despite the financial contribution in the form of bed tax collected from District businesses.

Opportunity: Many resources or services have not been tapped to full potential, but could play important roles with District revitalization. For example, with tourism and hospitality-related curriculums, local colleges could be approached to help identify industry trends and to target niche markets. Business/marketing plans for both individual enterprises and the District itself could be developed. Also, District-specific, small business development seminars could be held.



CONCLUSION

In conclusion, we have listened to and learned from stakeholders and interested parties, and believe the fundamental goal for the District is commonly supported among all groups: establish the District as a safe, stable, 24/7 neighborhood with a range of uses and activities. Advantageously located between the downtown areas and the waterfront, the District can realize this potential and become an important asset and added attraction in downtown Niagara Falls by overcoming perceived constraints and building on a range of opportunities. However, creating positive momentum after years of stagnation will clearly be a significant challenge. The forthcoming Draft Revitalization Strategy will address these types of issues by identifying specific strategies to reduce or remove the constraints and outline key steps to exploiting the opportunities.

APPENDIX F: DETAILED INFRASTRUCTURE COSTS

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Summary

3rd Street

4th Street North

4th Street South

6th Street

Buffalo Avenue

Alley

Holly Place/Riverside Drive

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SUMMARY COST ESTIMATE BREAKDOWN

ITEM NO.	DESCRIPTION	QTY. (metric	UNIT (Metric)	UNIT COST (metric)	TOTAL COST (metric)
203.02	Unclassified Excavation and Disposal	22360	CM	$7	$156,520
203.25	Sand Backfill	133	CM	$45	$5,985
206.02	Trench and Culvert Excav.	420	CM	$26	$10,920
207.11	Geotextile Separation	3640	SQM	$3	$10,920
5304.1501	Subbase	7016	CM	$30	$210,480
402.XX	Brick Pavers (Roadway)	2978	SQM	$150	$446,700
402.126201	12.5mm F2 Superpave HMA, 60 Series Compaction	1395	MT	$75	$104,625
402.256901	25mm F9 Superpave HMA, 60 Series Compaction	2320	MT	$65	$150,800
402.376901	37.5mm F9 Superpave HMA, 60 Series Compaction	3705	MT	$65	$240,825
407.01	Tack Coat	9855	L	$1	$9,855
11502.11121	Misc. PCC Inlays and Overlays, Class C, Unbonded	756	CM	$500	$378,000
502.XX	50 lb bag of Portland Cement	8	EA	$10	$80
605.1001	Underdrain Filler Type 2	390	CM	$35	$13,650
605.1701	4" (100mm) Underdrain Pipe	4490	M	$3	$13,470
608.XX	Exposed Aggregate Sidewalks	770	CM	$1,000	$770,000
608.XX	ADA Detectable Warning Units	60	SQM	$500	$30,000
1609.0209	Granite Curb	4410	M	$250	$1,102,500
610.0203	Establishing Turf	4490	SQM	$1	$4,490
611.XX	Deciduous Trees	199	EA	$500	$99,500
613.02	Placing Top Soil	560	CM	$95	$53,200
614.XX	Tree Removal	42	EA	$680	$28,560
619.01	Basic Work Zone Traffic Control	7	LS	$50,000	$350,000
625.01	Survey and Stakeout	7	LS	$25,000	$175,000
637.15	Engineers' Office Type 5	26	MO	$3,600	$93,600
640.XX	Pavement Striping	8880	M	$1	$8,880
647.11	Relocating Signs	84	EA	$295	$24,780
663.31	Relocate Existing Hydrant	24	EA	$300	$7,200
670.0112	Foundations for Light Standards	116	EA	$650	$75,400
05670.1001	Ornamental Light Standards and Luminaires	116	EA	$1,900	$220,400
670.2602	Rigid Plastic Conduit	2635	M	$20	$52,700
670.81	Remove and Dispose of Lampost Assembly	45	EA	$650	$29,250
670.82	Remove and Dispose of Lamppost Foundation	32	EA	$350	$11,200
XXXXX	Driveway LS	1	LS	$55,365	$55,365
XXXXX	Drainage Pipe LS	1	LS	$583,000	$583,000
XXXXX	Drainage Structure LS	1	LS	$411,000	$411,000
XXXXX	Conduit LS	1	LS	$221,500	$221,500
XXXXX	Signal LS	1	LS	$140,000	$140,000
XXXXX	Brick Paver Crosswalk LS	1	LS	$154,300	$154,300
XXXXX	4th Street Retaining Wall	1	LS	$36,000	$36,000
XXXXX	Mobilization/Demobilization	1	LS	$255,000	$255,000
				Subtotal =	$6,745,655
				30% Contingency =	$2,023,697
	TOTAL ESTIMATED CONSTRUCTION COST (Year 2007 Dollars) =				**$8,769,352**
	20% Soft Costs (Engineering & Construction Admin., Legal, etc.) =				$1,753,870
				TOTAL =	$10,523,222

** Portland Cement added to sand backfill at 100 pounds per 100 square feet

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3rd STREET COST ESTIMATE BREAKDOWN

ITEM NO.	DESCRIPTION	QTY. (metric)	UNIT (Metric)	UNIT COST (metric)	TOTAL COST (metric)
203.02	Unclassified Excavation and Disposal	1300	CM	$7	$9,100
203.25	Sand Backfill	2	CM	$45	$90
206.02	Trench and Culvert Excav.	20	CM	$26	$520
207.11	Geotextile Separation	170	SQM	$3	$510
5304.1501	Subbase	410	CM	$30	$12,300
402.XX	Brick Pavers (Roadway)	0	SQM	$150	$0
402.126201	12.5mm F2 Superpave HMA, 60 Series Compaction	90	MT	$75	$6,750
402.256901	25mm F9 Superpave HMA, 60 Series Compaction	150	MT	$65	$9,750
402.376901	37.5mm F9 Superpave HMA, 60 Series Compaction	240	MT	$65	$15,600
407.01	Tack Coat	530	L	$1	$530
11502.11121	Misc. PCC Inlays and Overlays, Class C, Unbonded	0	CM	$500	$0
502.XX	50 lb bag of Portland Cement	0	EA	$10	$0
605.1001	Underdrain Filler Type 2	20	CM	$35	$700
605.1701	4" (100mm) Underdrain Pipe	205	M	$3	$615
608.XX	Exposed Aggregate Sidewalks	40	CM	$1,000	$40,000
608.XX	ADA Detectable Warning Units	10.0	SQM	$500	$5,000
1609.0209	Granite Curb	205	M	$250	$51,250
610.0203	Establishing Turf	340	SQM	$1	$340
611.XX	Deciduous Trees	14	EA	$500	$7,000
613.02	Placing Top Soil	35	CM	$95	$3,325
614.XX	Tree Removal	2	EA	$680	$1,360
619.01	Basic Work Zone Traffic Control	1	LS	$15,000	$15,000
625.01	Survey and Stakeout	1	LS	$10,000	$10,000
637.15	Engineers' Office Type 5	2	MO	$3,600	$7,200
640.XX	Pavement Striping	410	M	$1	$410
647.11	Relocating Signs	5	EA	$295	$1,475
663.31	Relocate Existing Hydrant	2	EA	$300	$600
670.0112	Foundations for Light Standards	7	EA	$650	$4,550
05670.1001	Ornamental Light Standards and Luminaires	7	EA	$1,900	$13,300
670.2602	Rigid Plastic Conduit	125	M	$20	$2,500
670.81	Remove and Dispose of Lampost Assembly	2	EA	$650	$1,300
670.82	Remove and Dispose of Lamppost Foundation	0	EA	$350	$0
XXXXX	Driveway LS	1	LS	$2,129	$2,129
XXXXX	Drainage Pipe LS	1	LS	$27,000	$27,000
XXXXX	Drainage Structure LS	1	LS	$25,000	$25,000
XXXXX	Conduit LS	1	LS	$10,500	$10,500
XXXXX	Signal LS	1	LS	$20,000	$20,000
XXXXX	Brick Paver Crosswalk LS	1	LS	$16,700	$16,700
XXXXX	Mobilization/Demobilization	1	LS	$12,900	$12,900
				3RD STREET Subtotal =	$335,304
				30% Contingency =	$100,591
	TOTAL ESTIMATED CONSTRUCTION COST (Year 2007 Dollars) =				**$435,895**
	20% Soft Costs (Engineering & Construction Admin., Legal, etc.) =				$87,179
				TOTAL =	$523,074

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4th STREET NORTH COST ESTIMATE BREAKDOWN

ITEM NO.	DESCRIPTION	QTY. (metric)	UNIT (Metric)	UNIT COST (metric)	TOTAL COST (metric)
203.02	Unclassified Excavation and Disposal	1460	CM	$7	$10,220
203.25	Sand Backfill	2	CM	$45	$90
206.02	Trench and Culvert Excav.	25	CM	$26	$650
207.11	Geotextile Separation	200	SQM	$3	$600
5304.1501	Subbase	470	CM	$30	$14,100
402.XX	Brick Pavers (Roadway)	0	SQM	$150	$0
402.126201	12.5mm F2 Superpave HMA, 60 Series Compaction	105	MT	$75	$7,875
402.256901	25mm F9 Superpave HMA, 60 Series Compaction	175	MT	$65	$11,375
402.376901	37.5mm F9 Superpave HMA, 60 Series Compaction	275	MT	$65	$17,875
407.01	Tack Coat	610	L	$1	$610
11502.11121	Misc. PCC Inlays and Overlays, Class C, Unbonded	0	CM	$500	$0
502.XX	50 lb bag of Portland Cement	0	EA	$10	$0
605.1001	Underdrain Filler Type 2	20	CM	$35	$700
605.1701	4" (100mm) Underdrain Pipe	235	M	$3	$705
608.XX	Exposed Aggregate Sidewalks	45	CM	$1,000	$45,000
608.XX	ADA Detectable Warning Units	10	SQM	$500	$5,000
1609.0209	Granite Curb	215	M	$250	$53,750
610.0203	Establishing Turf	390	SQM	$1	$390
611.XX	Deciduous Trees	16	EA	$500	$8,000
613.02	Placing Top Soil	40	CM	$95	$3,800
614.XX	Tree Removal	5	EA	$680	$3,400
619.01	Basic Work Zone Traffic Control	1	LS	$15,000	$15,000
625.01	Survey and Stakeout	1	LS	$10,000	$10,000
637.15	Engineers' Office Type 5	2	MO	$3,600	$7,200
640.XX	Pavement Striping	470	M	$1	$470
647.11	Relocating Signs	5	EA	$295	$1,475
663.31	Relocate Existing Hydrant	2	EA	$300	$600
670.0112	Foundations for Light Standards	5	EA	$650	$3,250
05670.1001	Ornamental Light Standards and Luminaires	5	EA	$1,900	$9,500
670.2602	Rigid Plastic Conduit	140	M	$20	$2,800
670.81	Remove and Dispose of Lampost Assembly	1	EA	$650	$650
670.82	Remove and Dispose of Lamppost Foundation	0	EA	$350	$0
XXXXX	Driveway LS	1	LS	$874	$874
XXXXX	Drainage Pipe LS	1	LS	$30,000	$30,000
XXXXX	Drainage Structure LS	1	LS	$25,000	$25,000
XXXXX	Conduit LS	1	LS	$12,000	$12,000
XXXXX	Signal LS	1	LS	$20,000	$20,000
XXXXX	Brick Paver Crosswalk LS	1	LS	$16,700	$16,700
XXXXX	Mobilization/Demobilization	1	LS	$13,590	$13,590
				4TH STREET N. Subtotal =	$353,249
				30% Contingency =	$105,975
	TOTAL ESTIMATED CONSTRUCTION COST (Year 2007 Dollars) =				**$459,224**
	20% Soft Costs (Engineering & Construction Admin., Legal, etc.) =				$91,845
				TOTAL =	$551,068

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4th STREET SOUTH COST ESTIMATE BREAKDOWN

ITEM NO.	DESCRIPTION	QTY. (metric	UNIT (Metric)	UNIT COST (metric)	TOTAL COST (metric)
203.02	Unclassified Excavation and Disposal	1650	CM	$7	$11,550
203.25	Sand Backfill	2	CM	$45	$90
206.02	Trench and Culvert Excav.	25	CM	$26	$650
207.11	Geotextile Separation	210	SQM	$3	$630
5304.1501	Subbase	520	CM	$30	$15,600
402.XX	Brick Pavers (Roadway)	0	SQM	$150	$0
402.126201	12.5mm F2 Superpave HMA, 60 Series Compaction	115	MT	$75	$8,625
402.256901	25mm F9 Superpave HMA, 60 Series Compaction	190	MT	$65	$12,350
402.376901	37.5mm F9 Superpave HMA, 60 Series Compaction	305	MT	$65	$19,825
407.01	Tack Coat	675	L	$1	$675
11502.11121	Misc. PCC Inlays and Overlays, Class C, Unbonded	0	CM	$500	$0
502.XX	50 lb bag of Portland Cement	0	EA	$10	$0
605.1001	Underdrain Filler Type 2	25	CM	$35	$875
605.1701	4" (100mm) Underdrain Pipe	260	M	$3	$780
608.XX	Exposed Aggregate Sidewalks	50	CM	$1,000	$50,000
608.XX	ADA Detectable Warning Units	0	SQM	$500	$0
1609.0209	Granite Curb	260	M	$250	$65,000
610.0203	Establishing Turf	430	SQM	$1	$430
611.XX	Deciduous Trees	18	EA	$500	$9,000
613.02	Placing Top Soil	45	CM	$95	$4,275
614.XX	Tree Removal	5	EA	$680	$3,400
619.01	Basic Work Zone Traffic Control	1	LS	$15,000	$15,000
625.01	Survey and Stakeout	1	LS	$10,000	$10,000
637.15	Engineers' Office Type 5	2	MO	$3,600	$7,200
640.XX	Pavement Striping	520	M	$1	$520
647.11	Relocating Signs	5	EA	$295	$1,475
663.31	Relocate Existing Hydrant	2	EA	$300	$600
670.0112	Foundations for Light Standards	6	EA	$650	$3,900
05670.1001	Ornamental Light Standards and Luminaires	6	EA	$1,900	$11,400
670.2602	Rigid Plastic Conduit	155	M	$20	$3,100
670.81	Remove and Dispose of Lampost Assembly	1	EA	$650	$650
670.82	Remove and Dispose of Lamppost Foundation	0	EA	$350	$0
XXXXX	Driveway LS	1	LS	$5,132	$5,132
XXXXX	Drainage Pipe LS	1	LS	$35,000	$35,000
XXXXX	Drainage Structure LS	1	LS	$25,000	$25,000
XXXXX	Conduit LS	1	LS	$13,000	$13,000
XXXXX	Signal LS	1	LS	$20,000	$20,000
XXXXX	Brick Paver Crosswalk LS	1	LS	$8,200	$8,200
XXXXX	4th Street Retaining Wall	1	LS	$40,000	$40,000
XXXXX	Mobilization/Demobilization	1	LS	$16,160	$16,160
				4TH STREET S. Subtotal =	$420,092
				30% Contingency =	$126,028
	TOTAL ESTIMATED CONSTRUCTION COST (Year 2007 Dollars) =				**$546,120**
	20% Soft Costs (Engineering & Construction Admin., Legal, etc.) =				$109,224
				TOTAL =	$655,344

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51195A - Buffalo Avenue Heritage District

6th STREET COST ESTIMATE BREAKDOWN

ITEM NO.	DESCRIPTION	QTY. (metric)	UNIT (Metric)	UNIT COST (metric)	TOTAL COST (metric)
203.02	Unclassified Excavation and Disposal	1500	CM	$7	$10,500
203.25	Sand Backfill	2	CM	$45	$90
206.02	Trench and Culvert Excav.	25	CM	$26	$650
207.11	Geotextile Separation	200	SQM	$3	$600
5304.1501	Subbase	480	CM	$30	$14,400
402.XX	Brick Pavers (Roadway)	0	SQM	$150	$0
402.126201	12.5mm F2 Superpave HMA, 60 Series Compaction	105	MT	$75	$7,875
402.256901	25mm F9 Superpave HMA, 60 Series Compaction	175	MT	$65	$11,375
402.376901	37.5mm F9 Superpave HMA, 60 Series Compaction	280	MT	$65	$18,200
407.01	Tack Coat	630	L	$1	$630
11502.11121	Misc. PCC Inlays and Overlays, Class C, Unbonded	0	CM	$500	$0
502.XX	50 lb bag of Portland Cement	0	EA	$10	$0
605.1001	Underdrain Filler Type 2	20	CM	$35	$700
605.1701	4" (100mm) Underdrain Pipe	240	M	$3	$720
608.XX	Exposed Aggregate Sidewalks	45	CM	$1,000	$45,000
608.XX	ADA Detectable Warning Units	10	SQM	$500	$5,000
1609.0209	Granite Curb	250	M	$250	$62,500
610.0203	Establishing Turf	400	SQM	$1	$400
611.XX	Deciduous Trees	16	EA	$500	$8,000
613.02	Placing Top Soil	40	CM	$95	$3,800
614.XX	Tree Removal	5	EA	$680	$3,400
619.01	Basic Work Zone Traffic Control	1	LS	$10,000	$10,000
625.01	Survey and Stakeout	1	LS	$15,000	$15,000
637.15	Engineers' Office Type 5	2	MO	$3,600	$7,200
640.XX	Pavement Striping	480	M	$1	$480
647.11	Relocating Signs	4	EA	$295	$1,180
663.31	Relocate Existing Hydrant	2	EA	$300	$600
670.0112	Foundations for Light Standards	5	EA	$650	$3,250
05670.1001	Ornamental Light Standards and Luminaires	5	EA	$1,900	$9,500
670.2602	Rigid Plastic Conduit	145	M	$20	$2,900
670.81	Remove and Dispose of Lampost Assembly	0	EA	$650	$0
670.82	Remove and Dispose of Lamppost Foundation	0	EA	$350	$0
XXXXX	Driveway LS	1	LS	$1,311	$1,311
XXXXX	Drainage Pipe LS	1	LS	$31,000	$31,000
XXXXX	Drainage Structure LS	1	LS	$25,000	$25,000
XXXXX	Conduit LS	1	LS	$12,000	$12,000
XXXXX	Signal LS	1	LS	$20,000	$20,000
XXXXX	Brick Paver Crosswalk LS	1	LS	$16,700	$16,700
XXXXX	Mobilization/Demobilization	1	LS	$14,000	$14,000
				6TH STREET Subtotal =	$363,961
				30% Contingency =	$109,188
	TOTAL ESTIMATED CONSTRUCTION COST (Year 2007 Dollars) =				**$473,149**
	20% Soft Costs (Engineering & Construction Admin., Legal, etc.) =				$94,630
				TOTAL =	$567,779

FINAL

51195A - Buffalo Avenue Heritage District

BUFFALO AVENUE COST ESTIMATE BREAKDOWN

ITEM NO.	DESCRIPTION	QTY. (metric)	UNIT (Metric)	UNIT COST (metric)	TOTAL COST (metric)
203.02	Unclassified Excavation and Disposal	10900	CM	$7	$76,300
203.25	Sand Backfill	10	CM	$45	$450
206.02	Trench and Culvert Excav.	160	CM	$26	$4,160
207.11	Geotextile Separation	1410	SQM	$3	$4,230
5304.1501	Subbase	3500	CM	$30	$105,000
402.XX	Brick Pavers (Roadway)	0	SQM	$150	$0
402.126201	12.5mm F2 Superpave HMA, 60 Series Compaction	770	MT	$75	$57,750
402.256901	25mm F9 Superpave HMA, 60 Series Compaction	1280	MT	$65	$83,200
402.376901	37.5mm F9 Superpave HMA, 60 Series Compaction	2045	MT	$65	$132,925
407.01	Tack Coat	4550	L	$1	$4,550
11502.11121	Misc. PCC Inlays and Overlays, Class C, Unbonded	0	CM	$500	$0
502.XX	50 lb bag of Portland Cement	0	EA	$10	$0
605.1001	Underdrain Filler Type 2	150	CM	$35	$5,250
605.1701	4" (100mm) Underdrain Pipe	1800	M	$3	$5,400
608.XX	Exposed Aggregate Sidewalks	325	CM	$1,000	$325,000
608.XX	ADA Detectable Warning Units	30	SQM	$500	$15,000
1609.0209	Granite Curb	1750	M	$250	$437,500
610.0203	Establishing Turf	2900	SQM	$1	$2,900
611.XX	Deciduous Trees	114	EA	$500	$57,000
613.02	Placing Top Soil	300	CM	$95	$28,500
614.XX	Tree Removal	15	EA	$680	$10,200
619.01	Basic Work Zone Traffic Control	1	LS	$100,000	$100,000
625.01	Survey and Stakeout	1	LS	$75,000	$75,000
637.15	Engineers' Office Type 5	8	MO	$3,600	$28,800
640.XX	Pavement Striping	3500	M	$1	$3,500
647.11	Relocating Signs	30	EA	$295	$8,850
663.31	Relocate Existing Hydrant	10	EA	$300	$3,000
670.0112	Foundations for Light Standards	57	EA	$650	$37,050
05670.1001	Ornamental Light Standards and Luminaires	57	EA	$1,900	$108,300
670.2602	Rigid Plastic Conduit	1035	M	$20	$20,700
670.81	Remove and Dispose of Lampost Assembly	28	EA	$650	$18,200
670.82	Remove and Dispose of Lamppost Foundation	28	EA	$350	$9,800
XXXXX	Driveway LS	1	LS	$20,640	$20,640
XXXXX	Drainage Pipe LS	1	LS	$230,000	$230,000
XXXXX	Drainage Structure LS	1	LS	$155,000	$155,000
XXXXX	Conduit LS	1	LS	$87,000	$87,000
XXXXX	Signal LS	1	LS	$60,000	$60,000
XXXXX	Brick Paver Crosswalk LS	1	LS	$81,300	$81,300
XXXXX	Mobilization/Demobilization	1	LS	$96,100	$96,100
				BUFFALO AVE. Subtotal =	$2,498,555
				30% Contingency =	$749,567
	TOTAL ESTIMATED CONSTRUCTION COST (Year 2007 Dollars) =				**$3,248,122**
	20% Soft Costs (Engineering & Construction Admin., Legal, etc.) =				$649,624
				TOTAL =	$3,897,746

FINAL

51195A - Buffalo Avenue Heritage District

ALLEY COST ESTIMATE BREAKDOWN

ITEM NO.	DESCRIPTION	QTY. (metric)	UNIT (Metric)	UNIT COST (metric)	TOTAL COST (metric)
203.02	Unclassified Excavation and Disposal	2650	CM	$7	$18,550
203.25	Sand Backfill	113	CM	$45	$5,085
206.02	Trench and Culvert Excav.	105	CM	$26	$2,730
207.11	Geotextile Separation	900	SQM	$3	$2,700
05304.1501	Subbase	706	CM	$30	$21,180
402.XX	Brick Pavers (Roadway)	2978	SQM	$150	$446,700
402.126201	12.5mm F2 Superpave HMA, 60 Series Compaction	0	MT	$75	$0
402.256901	25mm F9 Superpave HMA, 60 Series Compaction	0	MT	$65	$0
402.376901	37.5mm F9 Superpave HMA, 60 Series Compaction	0	MT	$65	$0
407.01	Tack Coat	1610	L	$1	$1,610
11502.11121	Misc. PCC Inlays and Overlays, Class C, Unbonded	756	CM	$500	$378,000
502.XX	50 lb bag of Portland Cement	8	EA	$10	$80
605.1001	Underdrain Filler Type 2	95	CM	$35	$3,325
605.1701	4" (100mm) Underdrain Pipe	1100	M	$3	$3,300
608.XX	Exposed Aggregate Sidewalks	190	CM	$1,000	$190,000
608.XX	ADA Detectable Warning Units	0	SQM	$500	$0
1609.0209	Granite Curb	1100	M	$250	$275,000
610.0203	Establishing Turf	0	SQM	$1	$0
611.XX	Deciduous Trees	0	EA	$500	$0
613.02	Placing Top Soil	20	CM	$95	$1,900
614.XX	Tree Removal	0	EA	$680	$0
619.01	Basic Work Zone Traffic Control	1	LS	$50,000	$50,000
625.01	Survey and Stakeout	1	LS	$50,000	$50,000
637.15	Engineers' Office Type 5	8	MO	$3,600	$28,800
640.XX	Pavement Striping	2200	M	$1	$2,200
647.11	Relocating Signs	20	EA	$295	$5,900
663.31	Relocate Existing Hydrant	2	EA	$300	$600
670.0112	Foundations for Light Standards	23	EA	$650	$14,950
05670.1001	Ornamental Light Standards and Luminaires	23	EA	$1,900	$43,700
670.2602	Rigid Plastic Conduit	655	M	$20	$13,100
670.81	Remove and Dispose of Lampost Assembly	8	EA	$650	$5,200
670.82	Remove and Dispose of Lamppost Foundation	0	EA	$350	$0
XXXXX	Driveway LS	1	LS	$14,522	$14,522
XXXXX	Drainage Pipe LS	1	LS	$145,000	$145,000
XXXXX	Drainage Structure LS	1	LS	$100,000	$100,000
XXXXX	Conduit LS	1	LS	$55,000	$55,000
XXXXX	Signal LS	1	LS	$0	$0
XXXXX	Brick Paver Crosswalk LS	1	LS	$0	$0
XXXXX	Mobilization/Demobilization	1	LS	$75,170	$75,170
				ALLEY Subtotal =	$1,954,302
				30% Contingency =	$586,291
	TOTAL ESTIMATED CONSTRUCTION COST (Year 2007 Dollars) =				**$2,540,593**
	20% Soft Costs (Engineering & Construction Admin., Legal, etc.) =				$508,119
				TOTAL =	$3,048,711

FINAL

51195A - Buffalo Avenue Heritage District

HOLLY PL. / RIVERSIDE DR. COST ESTIMATE BREAKDOWN

ITEM NO.	DESCRIPTION	QTY. (metric)	UNIT (Metric)	UNIT COST (metric)	TOTAL COST (metric)
203.02	Unclassified Excavation and Disposal	2900	CM	$7	$20,300
203.25	Sand Backfill	2	CM	$45	$90
206.02	Trench and Culvert Excav.	60	CM	$26	$1,560
207.11	Geotextile Separation	550	SQM	$3	$1,650
5304.1501	Subbase	930	CM	$30	$27,900
402.XX	Brick Pavers (Roadway)	0	SQM	$150	$0
402.126201	12.5mm F2 Superpave HMA, 60 Series Compaction	210	MT	$75	$15,750
402.256901	25mm F9 Superpave HMA, 60 Series Compaction	350	MT	$65	$22,750
402.376901	37.5mm F9 Superpave HMA, 60 Series Compaction	560	MT	$65	$36,400
407.01	Tack Coat	1250	L	$1	$1,250
11502.11121	Misc. PCC Inlays and Overlays, Class C, Unbonded	0	CM	$500	$0
502.XX	50 lb bag of Portland Cement	0	EA	$10	$0
605.1001	Underdrain Filler Type 2	60	CM	$35	$2,100
605.1701	4" (100mm) Underdrain Pipe	650	M	$3	$1,950
608.XX	Exposed Aggregate Sidewalks	75	CM	$1,000	$75,000
608.XX	ADA Detectable Warning Units	0	SQM	$500	$0
1609.0209	Granite Curb	630	M	$250	$157,500
610.0203	Establishing Turf	30.00	SQM	$1	$30
611.XX	Deciduous Trees	21	EA	$500	$10,500
613.02	Placing Top Soil	80	CM	$95	$7,600
614.XX	Tree Removal	10	EA	$680	$6,800
619.01	Basic Work Zone Traffic Control	1	LS	$10,000	$10,000
625.01	Survey and Stakeout	1	LS	$20,000	$20,000
637.15	Engineers' Office Type 5	2	MO	$3,600	$7,200
640.XX	Pavement Striping	1300	M	$1	$1,300
647.11	Relocating Signs	15	EA	$295	$4,425
663.31	Relocate Existing Hydrant	4	EA	$300	$1,200
670.0112	Foundations for Light Standards	13	EA	$650	$8,450
05670.1001	Ornamental Light Standards and Luminaires	13	EA	$1,900	$24,700
670.2602	Rigid Plastic Conduit	380	M	$20	$7,600
670.81	Remove and Dispose of Lampost Assembly	5	EA	$650	$3,250
670.82	Remove and Dispose of Lamppost Foundation	4	EA	$350	$1,400
XXXXX	Driveway LS	1	LS	$10,757	$10,757
XXXXX	Drainage Pipe LS	1	LS	$85,000	$85,000
XXXXX	Drainage Structure LS	1	LS	$56,000	$56,000
XXXXX	Conduit LS	1	LS	$32,000	$32,000
XXXXX	Signal LS	1	LS	$0	$0
XXXXX	Brick Paver Crosswalk LS	1	LS	$14,700	$14,700
XXXXX	Mobilization/Demobilization	1	LS	$27,080	$27,080
				Holly / Riverside Subtotal =	$704,192
				30% Contingency =	$211,258
	TOTAL ESTIMATED CONSTRUCTION COST (Year 2007 Dollars) =				**$915,450**
	20% Soft Costs (Engineering & Construction Admin., Legal, etc.) =				$183,090
				TOTAL =	$1,098,540

APPENDIX G: DEVELOPMENT SCENARIOS & PRO FORMAS

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Scenario 1A: Existing Residential Rehab

Scenario 1B: Existing Residential Structure—Additional Rehabilitation (convert to B&B)

Scenario 2A: New Residential Infill Structure

Scenario 2B: New Mixed-Use Residential/Commercial Infill Structure

Scenario 3: New Medium Density Residential Infill Structure

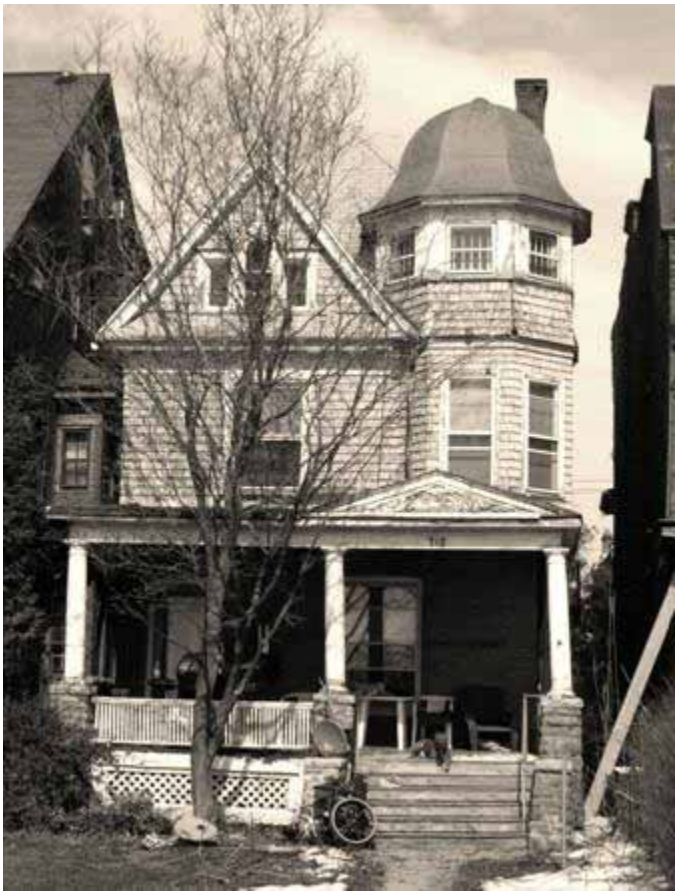
Scenario 1A: Existing Residential Rehab

Prototype 1A focuses on rehabilitation of an existing residential structures. This scenario does not generate any revenues to offset improvements. Consequently, the expenses of construction must be supported by a stable real estate market, and ideally one that is experiencing value appreciation for owners to justify the improvements. The unfortunate reality is that uncertainty plagues this local market resulting in little amount of rehabilitation of existing residential structures. However, the existing housing stock is a vital component of the design theme sought for the District. Therefore a key approach of this strategy was to examine the costs associated with residential rehabilitation.

The table on the opposite page shows the estimated total cost for this assumed unit. Rehabilitation costs could approach $100,000, if a property required all of the improvements shown in the table. Given that recent purchase prices are approximately $100,000 also, an owner would need to double their investment to achieve a physically sound structure. Financing the improvements would may be difficult, as banks would likely require a high level of equity before lending money.

While it may not be typical to show a cash flow analysis for a single-family residential property that was assumed not to be generating any rental income, the Cash Flow Assumptions segment of the table was retained to maintain a consistent appearance with the other scenarios, and to also highlight the increase in real estate taxes in Year 2 resulting from an assumed increase in property assessment corresponding with the completed improvements.

As previously mentioned, maintaining the existing structures is an important part of this Revitalization Strategy, but is also the very least that should be done. Ideally, structures in the District would be historically restored and contribute positively to the overall welcoming appearance of the District. This, of course, would take vision, care, and funding from the owners.



CONSTRUCTION COST ESTIMATE

ITEM	ITEM DESCRIPTION	QUANTITY	UNIT	UNIT PRICE	TOTAL
1.0	Roofing, Flashing, Chimney Repair	2,400	SF	$ 6.00	14,400
2.0	Siding, Caulking, Gutters& Downspouts, Paint	4,800	SF	$ 2.00	9,600
3.0	Porch Repair	1	EA	$ 2,000	2,000
4.0	Window Replacement	40	EA	$ 750	30,000
5.0	Insulation, Weatherstripping, Sealing	1	LS	$ 10,000	10,000
6.0	Boiler/Furnace Replacement	1	LS	$ 5,000	5,000
7.0	DHW Heater (on-demand)	1	LS	$ 1,800	1,800
8.0	Sidewalk Replacement (brick)	150	SF	$ 15.00	2,250
9.0	Landscape Allowance	1	LS	$ 2,000	2,000
10.0	Driveway Replacement (concrete)	1,000	SF	$ 5.00	5,000
				Sub-Total 1A	82,050
				A/E Fees (10%)	8,205
				Permit Fees	976
				Total 1A	91,231
				Total Cost 1A (rounded)	**92,000**

FINANCING ASSUMPTIONS

Secondary Loan to Fund Improvements			92,000
		Closing Costs	3,000
Primary Mortgage (assumed purchase price)			100,000
		Closing Costs	3,000
		Costs To Be Financed	198,000
Financing Variables			
30	Mortgage in years	Percent Financed	80%
6.50%	Interest rate		
		Total Mortgage Amount	**158,400**

CASH FLOW ASSUMPTIONS

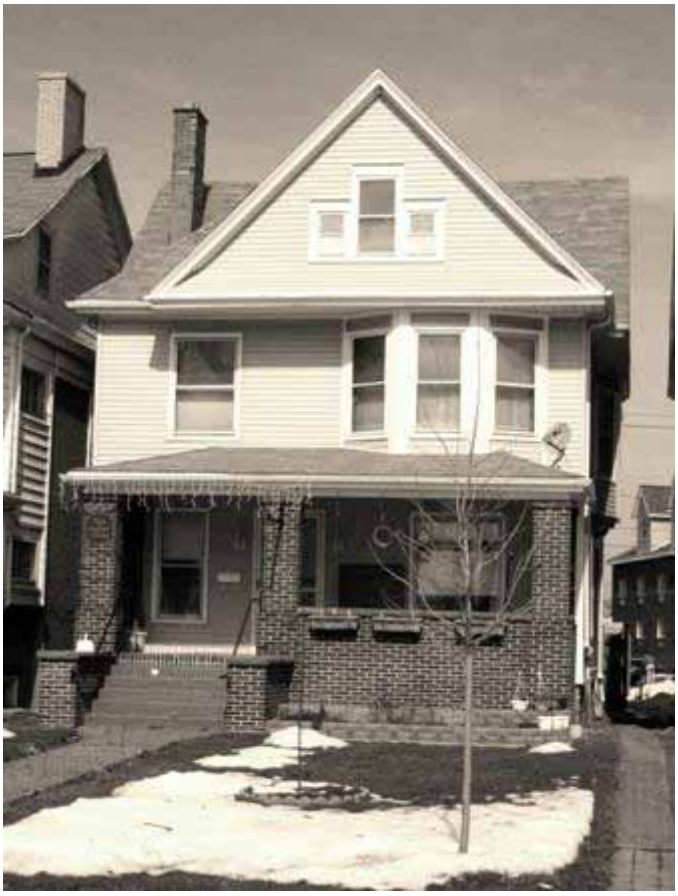
CASH RECEIPTS	Year 1	Year 2	Year 3	Year 4	Year 5
Rental Income: None - private residence	-	-	-	-	-
Loan/ other cash injection	-	-	-	-	-
Subtotal	**-**	**-**	**-**	**-**	**-**
CASH PAID OUT					
Loan Principal Payment	1,856	1,976	2,103	2,238	2,382
Mortgage Interest **	9,847	9,728	9,601	9,466	9,322
Real Estate Taxes ***	4,067	7,808	7,808	7,808	7,808
Subtotal	**15,770**	**19,512**	**19,512**	**19,512**	**19,512**
Total cash flow per year	**(15,770)**	**(19,512)**	**(19,512)**	**(19,512)**	**(19,512)**
NET CASH FLOW	**(15,770)**	**(35,282)**	**(54,794)**	**(74,306)**	**(93,818)**

Scenario 1B: Existing Residential Structure - Additional Rehabilitation (convert to B&B)

Prototype 1B illustrates converting an existing residential structure to a Bed & Breakfast (B&B). This scenario would generate revenues to offset improvements, however, higher construction costs would result from additional improvements required by code to operate a B&B.

The table on the opposite page shows the estimated total cost of converting a residential structure into a B&B. Rehabilitation costs were assumed to be the same as Scenario 1A, plus additional items to meet code compliance for a B&B. Improvements were estimated at $177,000 to complete the conversion. Combined with the assumed purchase price of $100,000, the total investment would run $277,000. Similar to Scenario 1A, financing such a project would may be difficult, as banks would likely require a high level of equity before lending money. While this scenario would generate revenues to help offset the costs, an owner would need to stay near the current price point of approximately $100 per night or risk increasing vacancy (based on dialogue with existing B&B owners).

Despite its apparent financial obstacles, Scenario 1B is the most feasible of the three scenarios that generate revenues (2B and 3 are the other revenue-generating scenarios). With targeted financial assistance, this scenario could be a viable development opportunity. In addition, the 1B development scenario is as important to the district as the district is to this scenario. The location within the downtown are is ideal for such use, and more B&B could help to rejuvenate the District. The quaintness of the neighborhood is a desirable quality for locating a B&B and typical warm, and welcoming atmosphere of B&B would contribute positively to the District.



CONSTRUCTION COST ESTIMATE

ITEM	ITEM DESCRIPTION	QUAN	UNIT	UNIT PRICE	TOTAL
11.0	Smoke & CO Detectors	1	LS	$ 1,000	1,000
12.0	Emergency Lighting	1	LS	$ 1,000	1,000
13.0	Door Locks and Closers	6	EA	$ 200.00	1,200
14.0	Egress Ladders	5	EA	$ 100.00	500
15.0	Full Bathrooms (additional)	4	EA	$ 7,500	30,000
16.0	Cable/WiFi	1	EA	$ 500.00	500
17.0	Security System	1	LS	$ 1,500	1,500
18.0	Accessibility (lift, hardware)	1	LS	$ 15,000	15,000
19.0	Finishes (allowance)	1	LS	$ 25,000	25,000
				Sub-Total 1B	75,700
				A/E Fees (10%)	7,570
				Permit Fees	895
				Total 1B	84,165
				Total Cost 1B (rounded)	**85,000**
				Total Cost of Conversion (1A + 1B)	**177,000**

FINANCING ASSUMPTIONS

Secondary Loan to Fund Improvements			177,000
		Closing Costs	3,000
Primary Mortgage (assumed purchase price)			100,000
		Closing Costs	3,000
		Costs To Be Financed	283,000
Financing Variables			
30	Mortgage in years	Percent Financed	80%
6.50%	Interest rate		
		Total Mortgage Amount	**226,400**

CASH FLOW ASSUMPTIONS

CASH RECEIPTS	Year 1	Year 2	Year 3	Year 4	Year 5
Rental Income per year's assumptions	-	43,200	43,200	43,200	43,200
Reserve	(2,000)	-	-	-	-
Loan/ other cash injection	-	-	-	-	-
Subtotal	**(2,000)**	**43,200**	**43,200**	**43,200**	**43,200**
CASH PAID OUT					
Loan Principal Payment	2,531	2,700	2,881	3,074	3,280
Mortgage Interest **	14,641	14,472	14,291	14,098	13,892
Real Estate Taxes ***	4,067	11,265	11,265	11,265	11,265
Utilities (gas, electric, water)	1,500	4,800	4,800	4,800	4,800
Maintenance (lawn, snow)	1,200	2,400	2,400	2,400	2,400
Supplies (interior B&B)	-	12,000	12,000	12,000	12,000
Trash Removal	540	540	540	540	540
Advertising	300	1,200	1,200	1,200	1,200
Insurance	3,000	3,000	3,000	3,000	3,000
Subtotal	**27,779**	**52,377**	**52,377**	**52,377**	**52,377**
Total cash flow per year	**(29,779)**	**(9,177)**	**(9,177)**	**(9,177)**	**(9,177)**
NET CASH FLOW	**(29,779)**	**(38,956)**	**(48,134)**	**(57,311)**	**(66,488)**

Cash Flow

Year 1

Development Scenario 1b: Existing Residential Structure - Convert to B&B

Fiscal Year Begins: **Jan-08**

	Pre-Startup EST	Jan-08	Feb-08	Mar-08	Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08	Total Item EST
Cash on Hand 20% on closing	**$56,600**	($2,000)	($4,290)	($6,580)	($8,870)	($11,160)	($13,450)	($15,740)	($18,030)	($20,320)	($22,610)	($25,000)	($27,390)	**$56,600**
CASH RECEIPTS														
Rental Income: 4 units @ $100 per night for 30 days/mo @ 30% occupancy *		0	0	0	0	0	0	0	0	0	0	0	0	0
Loan/ other cash injection	226,400	0	0	0	0	0	0	0	0	0	0	0	0	226,400
TOTAL CASH RECEIPTS	226,400	0	0	0	0	0	0	0	0	0	0	0	0	226,400
Total Cash Available (before cash out)	283,000	(2,000)	(4,290)	(6,580)	(8,870)	(11,160)	(13,450)	(15,740)	(18,030)	(20,320)	(22,610)	(25,000)	(27,390)	283,000
CASH PAID OUT														
Loan Principal Payment		211	211	211	211	211	211	211	211	211	211	211	211	2,531
Mortgage Interest **		1,220	1,220	1,220	1,220	1,220	1,220	1,220	1,220	1,220	1,220	1,220	1,220	14,641
Real Estate Taxes ***		339	339	339	339	339	339	339	339	339	339	339	339	4,067
Utilities (gas, electric, water)		125	125	125	125	125	125	125	125	125	125	125	125	1,500
Maintenance (lawn, snow)		100	100	100	100	100	100	100	100	100	100	100	100	1,200
Supplies (interior B&B)		0	0	0	0	0	0	0	0	0	0	0	0	0
Trash Removal		45	45	45	45	45	45	45	45	45	45	45	45	540
Advertising		0	0	0	0	0	0	0	0	0	100	100	100	300
Insurance		250	250	250	250	250	250	250	250	250	250	250	250	3,000
SUBTOTAL	0	2,290	2,290	2,290	2,290	2,290	2,290	2,290	2,290	2,290	2,390	2,390	2,390	27,779
Property Purchase Price (including fees)	103,000	0	0	0	0	0	0	0	0	0	0	0	0	103,000
Construction Costs (including fees)	180,000	0	0	0	0	0	0	0	0	0	0	0	0	180,000
Reserve and/or Escrow	2,000	0	0	0	0	0	0	0	0	0	0	0	0	2,000
TOTAL CASH PAID OUT	285,000	2,290	2,290	2,290	2,290	2,290	2,290	2,290	2,290	2,290	2,390	2,390	2,390	312,779
Cash Position (end of month)	($2,000)	($4,290)	($6,580)	($8,870)	($11,160)	($13,450)	($15,740)	($18,030)	($20,320)	($22,610)	($25,000)	($27,390)	($29,780)	($29,779)

* No income is assumed in Year 1 due to construction, commences in Year 2.

Cash Flow
Year 2

Development Scenario 1b: Existing Residential Structure - Convert to B&B

Fiscal Year Begins: **Jan-09**

	Pre-Startup EST	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Total Item EST
Cash on Hand		**($29,780)**	($30,206)	($30,632)	($31,058)	($31,483)	($31,909)	($32,335)	($32,761)	($33,187)	($33,613)	($34,039)	($34,465)	**($29,780)**
CASH RECEIPTS														
Rental Income: 4 units @ $100 per night for 30 days/mo @ 30% occupancy *		3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	43,200
Loan/ other cash injection		0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL CASH RECEIPTS	0	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	43,200
Total Cash Available (before cash out)	0	(26,180)	(26,606)	(27,032)	(27,458)	(27,883)	(28,309)	(28,735)	(29,161)	(29,587)	(30,013)	(30,439)	(30,865)	13,420
CASH PAID OUT														
Loan Principal Payment		225	225	225	225	225	225	225	225	225	225	225	225	2,700
Mortgage Interest **		1,206	1,206	1,206	1,206	1,206	1,206	1,206	1,206	1,206	1,206	1,206	1,206	14,472
Real Estate Taxes ***		600	600	600	600	600	600	600	600	600	600	600	600	7,198
Utilities (gas, electric, water)		400	400	400	400	400	400	400	400	400	400	400	400	4,800
Maintenance (lawn, snow)		200	200	200	200	200	200	200	200	200	200	200	200	2,400
Supplies (interior B&B)		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
Trash Removal		45	45	45	45	45	45	45	45	45	45	45	45	540
Advertising		100	100	100	100	100	100	100	100	100	100	100	100	1,200
Insurance		250	250	250	250	250	250	250	250	250	250	250	250	3,000
SUBTOTAL	0	4,026	4,026	4,026	4,026	4,026	4,026	4,026	4,026	4,026	4,026	4,026	4,026	48,310
Property Purchase Price (including fees)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Construction Costs (including fees)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Reserve and/or Escrow	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL CASH PAID OUT	0	4,026	4,026	4,026	4,026	4,026	4,026	4,026	4,026	4,026	4,026	4,026	4,026	48,310
Cash Position (end of month)	$0	($30,206)	($30,632)	($31,058)	($31,483)	($31,909)	($32,335)	($32,761)	($33,187)	($33,613)	($34,039)	($34,465)	($34,890)	($34,890)

Cash Flow

Year 3

Development Scenario 1b: Existing Residential Structure - Convert to B&B

Fiscal Year Begins: **Jan-10**

	Pre-Startup EST	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Total Item EST
Cash on Hand		**($34,890)**	($35,359)	($35,827)	($36,295)	($36,763)	($37,232)	($37,700)	($38,168)	($38,636)	($39,105)	($39,573)	($40,041)	**($34,890)**
CASH RECEIPTS														
Rental Income: 4 units @ $100 per night for 30 days/mo @ 30% occupancy *		3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	43,200
Loan/ other cash injection		0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL CASH RECEIPTS	0	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	43,200
Total Cash Available (before cash out)	0	(31,290)	(31,759)	(32,227)	(32,695)	(33,163)	(33,632)	(34,100)	(34,568)	(35,036)	(35,505)	(35,973)	(36,441)	8,310
CASH PAID OUT														
Loan Principal Payment		240	240	240	240	240	240	240	240	240	240	240	240	2,881
Mortgage Interest **		1,191	1,191	1,191	1,191	1,191	1,191	1,191	1,191	1,191	1,191	1,191	1,191	14,291
Real Estate Taxes ***		642	642	642	642	642	642	642	642	642	642	642	642	7,707
Utilities (gas, electric, water)		400	400	400	400	400	400	400	400	400	400	400	400	4,800
Maintenance (lawn, snow)		200	200	200	200	200	200	200	200	200	200	200	200	2,400
Supplies (interior B&B)		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
Trash Removal		45	45	45	45	45	45	45	45	45	45	45	45	540
Advertising		100	100	100	100	100	100	100	100	100	100	100	100	1,200
Insurance		250	250	250	250	250	250	250	250	250	250	250	250	3,000
SUBTOTAL	0	4,068	4,068	4,068	4,068	4,068	4,068	4,068	4,068	4,068	4,068	4,068	4,068	48,819
Property Purchase Price (including fees)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Construction Costs (including fees)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Reserve and/or Escrow	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL CASH PAID OUT	0	4,068	4,068	4,068	4,068	4,068	4,068	4,068	4,068	4,068	4,068	4,068	4,068	48,819
Cash Position (end of month)	$0	($35,359)	($35,827)	($36,295)	($36,763)	($37,232)	($37,700)	($38,168)	($38,636)	($39,105)	($39,573)	($40,041)	($40,509)	($40,509)

Cash Flow

Year 4

Development Scenario 1b: Existing Residential Structure - Convert to B&B

Fiscal Year Begins: **Jan-11**

	Pre-Startup EST	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Total Item EST
Cash on Hand		**($40,509)**	($41,020)	($41,530)	($42,041)	($42,552)	($43,062)	($43,573)	($44,083)	($44,594)	($45,105)	($45,615)	($46,126)	**($40,509)**
CASH RECEIPTS														
Rental Income: 4 units @ $100 per night for 30 days/mo @ 30% occupancy *		3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	43,200
Loan/ other cash injection		0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL CASH RECEIPTS	0	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	43,200
Total Cash Available (before cash out)	0	(36,909)	(37,420)	(37,930)	(38,441)	(38,952)	(39,462)	(39,973)	(40,483)	(40,994)	(41,505)	(42,015)	(42,526)	2,691
CASH PAID OUT														
Loan Principal Payment		256	256	256	256	256	256	256	256	256	256	256	256	3,074
Mortgage Interest **		1,175	1,175	1,175	1,175	1,175	1,175	1,175	1,175	1,175	1,175	1,175	1,175	14,098
Real Estate Taxes ***		685	685	685	685	685	685	685	685	685	685	685	685	8,215
Utilities (gas, electric, water)		400	400	400	400	400	400	400	400	400	400	400	400	4,800
Maintenance (lawn, snow)		200	200	200	200	200	200	200	200	200	200	200	200	2,400
Supplies (interior B&B)		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
Trash Removal		45	45	45	45	45	45	45	45	45	45	45	45	540
Advertising		100	100	100	100	100	100	100	100	100	100	100	100	1,200
Insurance		250	250	250	250	250	250	250	250	250	250	250	250	3,000
SUBTOTAL	0	4,111	4,111	4,111	4,111	4,111	4,111	4,111	4,111	4,111	4,111	4,111	4,111	49,327
Property Purchase Price (including fees)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Construction Costs (including fees)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Reserve and/or Escrow	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL CASH PAID OUT	0	4,111	4,111	4,111	4,111	4,111	4,111	4,111	4,111	4,111	4,111	4,111	4,111	49,327
Cash Position (end of month)	$0	($41,020)	($41,530)	($42,041)	($42,552)	($43,062)	($43,573)	($44,083)	($44,594)	($45,105)	($45,615)	($46,126)	($46,636)	($46,636)

Cash Flow

Year 5

Development Scenario 1b: Existing Residential Structure - Convert to B&B

Fiscal Year Begins: **Jan-12**

	Pre-Startup EST	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Total Item EST
Cash on Hand		**($46,636)**	($47,189)	($47,742)	($48,295)	($48,848)	($49,401)	($49,954)	($50,507)	($51,060)	($51,613)	($52,166)	($52,719)	**($46,636)**
CASH RECEIPTS														
Rental Income: 4 units @ $100 per night for 30 days/mo @ 30% occupancy *		3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	43,200
Loan/ other cash injection		0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL CASH RECEIPTS	0	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	43,200
Total Cash Available (before cash out)	0	(43,036)	(43,589)	(44,142)	(44,695)	(45,248)	(45,801)	(46,354)	(46,907)	(47,460)	(48,013)	(48,566)	(49,119)	(3,436)
CASH PAID OUT														
Loan Principal Payment		273	273	273	273	273	273	273	273	273	273	273	273	3,280
Mortgage Interest **		1,158	1,158	1,158	1,158	1,158	1,158	1,158	1,158	1,158	1,158	1,158	1,158	13,892
Real Estate Taxes ***		727	727	727	727	727	727	727	727	727	727	727	727	8,723
Utilities (gas, electric, water)		400	400	400	400	400	400	400	400	400	400	400	400	4,800
Maintenance (lawn, snow)		200	200	200	200	200	200	200	200	200	200	200	200	2,400
Supplies (interior B&B)		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
Trash Removal		45	45	45	45	45	45	45	45	45	45	45	45	540
Advertising		100	100	100	100	100	100	100	100	100	100	100	100	1,200
Insurance		250	250	250	250	250	250	250	250	250	250	250	250	3,000
SUBTOTAL	0	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153	49,836
Property Purchase Price (including fees)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Construction Costs (including fees)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Reserve and/or Escrow	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL CASH PAID OUT	0	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153	4,153	49,836
Cash Position (end of month)	$0	($47,189)	($47,742)	($48,295)	($48,848)	($49,401)	($49,954)	($50,507)	($51,060)	($51,613)	($52,166)	($52,719)	($53,272)	($53,272)

DEVELOPMENT SCENARIOS & PRO FORMAS

Scenario 2A: New Residential Infill Structure
Prototype 2A involves new, residential construction built on vacant land, and offers the development community an opportunity to construct modern residences in a premiere location of the city. Inspired by former and existing stately structures, this scenario proposes a single-family residence, which is envisioned to supplement the existing traditional fabric of the District. As a residential use, this scenario would carry a typical residential mortgage and would not generate any revenue to offset expenses.

The table on the opposite page shows the estimated costs for constructing this scenario in the District. Construction costs are estimated to exceed $450,000 for a 3,000 square foot structure. Additionally, it was assumed that a vacant parcel could be purchased for $50,000, bringing the total investment to over half a million dollars. While it may not be typical to show a cash flow analysis for a single-family residential property that was assumed not to be generating any rental income, the Cash Flow Assumptions segment of the table was retained to maintain a consistent appearance with the other scenarios, and to also highlight the increase in real estate taxes in Year 2 resulting from an assumed increase in property assessment corresponding with the completed improvements. While such total project cost may seem out of touch with current market realities, this type of development is highly desirable for a couple reasons.

First, building structures on vacant parcels would fill in the fabric of the neighborhood and contribute to the overall enhancement of the District's historical character. Also, welcoming more owner-occupied properties into the District would stabilize the neighborhood. The new residential structures would reinforce the heritage theme by being constructed in a shape and form that augments the traditional neighborhood fabric. Architectural design standards were prepared as part of this Revitalization Strategy to help guide construction to ensure new development contributes positively to the District. Finally, this scenario represents a unique market opportunity not available any where in the city.

CONSTRUCTION COST ESTIMATE

ITEM	ITEM DESCRIPTION	QUAN	UNIT	UNIT PRICE	TOTAL
1.0	Base SF Cost*	3,000	SF	$ 102.00	306,000
2.0	Unfinished Basement	3,000	SF	$ 8.00	24,000
3.0	Add Fireplace	1	EA	$ 7,800	7,800
4.0	Add Full Bath	1	LS	$ 6,300	6,300
5.0	Detached 2 Car Garage	1	LS	$ 26,700	26,700
				Sub-Total Basic Cost	370,800
	Location Factor	0.02			7,416
	Inflation (2008 Costs)	0.10			37,080
				Sub-Total 2A	415,296
				A/E Fees (10%)	41,530
				Permit Fees	296
				Total 2A	457,122
* Based on RS Means 2006 Square Foot Costs				**Total Cost 2A (rounded)**	**458,000**

FINANCING ASSUMPTIONS

Mortgage to Fund New Construction		458,000
	Closing Costs	3,000
Land Acquisition (assumed purchase price)		50,000
	Closing Costs	3,000
	Costs To Be Financed	514,000
Financing Variables		
30 Mortgage in years	Percent Financed	80%
6.50% Interest rate		
	Total Mortgage Amount	**411,200**

CASH FLOW ASSUMPTIONS

CASH RECEIPTS	Year 1	Year 2	Year 3	Year 4	Year 5
Rental Income - none residential	-	-	-	-	-
Loan/ other cash injection	-	-	-	-	-
Subtotal	**-**	**-**	**-**	**-**	**-**
CASH PAID OUT					
Loan Principal Payment	4,596	4,904	5,232	5,583	5,957
Mortgage Interest	26,593	26,285	25,956	25,606	25,232
Real Estate Taxes	2,033	20,660	20,660	20,660	20,660
Subtotal	**33,222**	**51,849**	**51,849**	**51,849**	**51,849**
Total cash flow per year	**(33,222)**	**(51,849)**	**(51,849)**	**(51,849)**	**(51,849)**
NET CASH FLOW	**(33,222)**	**(85,071)**	**(136,919)**	**(188,768)**	**(240,616)**

Scenario 2B: New Mixed-Use Residential/Commercial Infill Structure

Prototype 2B is similar to Prototype 2A in that the shape and form would be about the same. The difference is that Prototype 2B would be an investment project that would generate revenue. Specifically, this development scenario is envisioned to house a commercial/retail operation on the first floor and two apartments on the upper floors. Maintaining the shape and form of this development scenario would meet the objective of reinforcing the traditional fabric sought in the design theme, and allowing the mix of uses broadens the development options for an investor.

The table on the opposite page shows that the construction cost of this scenario is estimated at $567,000, plus $50,000 for property acquisition for a total project cost nearing $625,000. For analysis purposes, revenues were assumed to be $1.50 per square feet, and included utilities. Despite the revenue stream, the cash flow analysis showed that expenses exceeded the revenues.

Still, this scenario is an important development option that should be encouraged to exist in the District, since it meets many of the objectives.

CONSTRUCTION COST ESTIMATE

ITEM	ITEM DESCRIPTION	QUANTITY	UNIT	UNIT PRICE	TOTAL
1.0	Base Residential SF Cost*	2,000	SF	$ 102.00	204,000
2.0	Unfinished Basement	2,000	SF	$ 8.00	16,000
3.0	Detached 2 Car Garage	1	LS	$ 26,700	26,700
4.0	Base Retail SF Cost*	2,000	SF	$ 99.00	198,000
5.0	Add Furniture, Fixtures & Equipment	1	LS	$ 15,000	15,000
				Sub-Total Basic Cost	459,700
	Location Factor	0.02			9,194
	Inflation (2008 Costs)	0.10			45,970
				Sub-Total 2B	514,864
				A/E Fees (10%)	51,486
				Permit Fees	410
				Total 2B	566,350
* Based on RS Means 2006 Square Foot Costs				**Total Cost 2B (rounded)**	**567,000**

FINANCING ASSUMPTIONS

Loan to Fund New Construction			567,000
		Closing Costs	3,000
Land Acquisition (assumed purchase price)			50,000
		Closing Costs	3,000
		Costs To Be Financed	623,000
Financing Variables			
10	Mortgage in years	Percent Financed	80%
7.50%	Interest rate		
		Total Loan Amount	**498,400**

CASH FLOW ASSUMPTIONS

CASH RECEIPTS	Year 1	Year 2	Year 3	Year 4	Year 5
Rental income per year's assumptions	-	72,000	72,000	72,000	72,000
Escrow	(2,000)	-	-	-	-
Loan/ other cash injection	623,000	-	-	-	-
Subtotal	**621,000**	**72,000**	**72,000**	**72,000**	**72,000**
CASH PAID OUT					
Loan Principal Payment	34,793	37,494	40,405	43,542	46,922
Mortgage Interest **	36,200	33,499	30,588	27,452	24,071
Real Estate Taxes ***	2,873	35,456	35,456	35,456	35,456
Utilities (gas, electric, water)	-	4,800	4,800	4,800	4,800
Maintenance (lawn, snow)	-	3,600	3,600	3,600	3,600
Trash Removal	-	1,200	1,200	1,200	1,200
Advertising	900	-	-	-	-
Insurance	2,520	3,600	3,600	3,600	3,600
Rehab Costs	623,000	-	-	-	-
Subtotal	**700,286**	**119,649**	**119,649**	**119,649**	**119,649**
Total cash flow per year	**(79,286)**	**(47,649)**	**(47,649)**	**(47,649)**	**(47,649)**
NET CASH FLOW	**(79,286)**	**(126,935)**	**(174,584)**	**(222,233)**	**(269,882)**

Cash Flow

YEAR 1

Development Scenario 2b: New Mixed-Use Residential/Commercial Infill Structure

Fiscal Year Begins: **Jan-08**

	Pre-Startup EST	Jan-08	Feb-08	Mar-08	Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08	Total Item EST
Cash on Hand 20% on closing	**$124,600**	($2,000)	($8,441)	($14,881)	($21,322)	($27,762)	($34,203)	($40,643)	($47,084)	($53,524)	($59,965)	($66,405)	($72,846)	**$124,600**
CASH RECEIPTS														
Rental Income: 4,000 sq ft @ $ 1.50, utilities included (3 units total) *		0	0	0	0	0	0	0	0	0	0	0	0	0
Loan/ other cash injection	498,400	0	0	0	0	0	0	0	0	0	0	0	0	498,400
TOTAL CASH RECEIPTS	498,400	0	0	0	0	0	0	0	0	0	0	0	0	498,400
Total Cash Available (before cash out)	623,000	(2,000)	(8,441)	(14,881)	(21,322)	(27,762)	(34,203)	(40,643)	(47,084)	(53,524)	(59,965)	(66,405)	(72,846)	623,000
CASH PAID OUT														
Loan Principal Payment		2,899	2,899	2,899	2,899	2,899	2,899	2,899	2,899	2,899	2,899	2,899	2,899	34,793
Mortgage Interest **		3,017	3,017	3,017	3,017	3,017	3,017	3,017	3,017	3,017	3,017	3,017	3,017	36,200
Real Estate Taxes ***		239	239	239	239	239	239	239	239	239	239	239	239	2,873
Utilities (gas, electric, water)		0	0	0	0	0	0	0	0	0	0	0	0	0
Maintenance (lawn, snow)		0	0	0	0	0	0	0	0	0	0	0	0	0
Trash Removal		0	0	0	0	0	0	0	0	0	0	0	0	0
Advertising		75	75	75	75	75	75	75	75	75	75	75	75	900
Insurance		210	210	210	210	210	210	210	210	210	210	210	210	2,520
SUBTOTAL	0	6,441	6,441	6,441	6,441	6,441	6,441	6,441	6,441	6,441	6,441	6,441	6,441	77,286
Property Purchase Price (including fees)	53,000	0	0	0	0	0	0	0	0	0	0	0	0	53,000
Construction Costs (including fees)	570,000	0	0	0	0	0	0	0	0	0	0	0	0	570,000
Reserve and/or Escrow	2,000	0	0	0	0	0	0	0	0	0	0	0	0	2,000
TOTAL CASH PAID OUT	625,000	6,441	6,441	6,441	6,441	6,441	6,441	6,441	6,441	6,441	6,441	6,441	6,441	702,286
Cash Position (end of month)	($2,000)	($8,441)	($14,881)	($21,322)	($27,762)	($34,203)	($40,643)	($47,084)	($53,524)	($59,965)	($66,405)	($72,846)	($79,286)	($79,286)

* No income is assumed in Year 1 due to construction, commences in Year 2

Cash Flow

Year 2

Development Scenario 2b: New Mixed-Use Residential/Commercial Infill Structure

Fiscal Year Begins: **Jan-09**

	Pre-Startup EST	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Total Item EST
Cash on Hand		**($79,286)**	($81,900)	($84,513)	($87,126)	($89,739)	($92,352)	($94,965)	($97,578)	($100,191)	($102,805)	($105,418)	($108,031)	**($79,286)**
CASH RECEIPTS														
Rental Income: 4,000 sq ft @ $ 1.50, utilities included (3 units total) *		6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	72,000
Loan/ other cash injection														0
TOTAL CASH RECEIPTS	0	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	72,000
Total Cash Available (before cash out)	0	(73,286)	(75,900)	(78,513)	(81,126)	(83,739)	(86,352)	(88,965)	(91,578)	(94,191)	(96,805)	(99,418)	(102,031)	(7,286)
CASH PAID OUT														
Loan Principal Payment		3,125	3,125	3,125	3,125	3,125	3,125	3,125	3,125	3,125	3,125	3,125	3,125	37,494
Mortgage Interest **		2,792	2,792	2,792	2,792	2,792	2,792	2,792	2,792	2,792	2,792	2,792	2,792	33,499
Real Estate Taxes ***		1,597	1,597	1,597	1,597	1,597	1,597	1,597	1,597	1,597	1,597	1,597	1,597	19,164
Utilities (gas, electric, water)		400	400	400	400	400	400	400	400	400	400	400	400	4,800
Maintenance (lawn, snow)		300	300	300	300	300	300	300	300	300	300	300	300	3,600
Trash Removal		100	100	100	100	100	100	100	100	100	100	100	100	1,200
Advertising		0	0	0	0	0	0	0	0	0	0	0	0	0
Insurance		300	300	300	300	300	300	300	300	300	300	300	300	3,600
SUBTOTAL	0	8,613	8,613	8,613	8,613	8,613	8,613	8,613	8,613	8,613	8,613	8,613	8,613	103,358
Property Purchase Price (including fees)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Construction Costs (including fees)		0	0	0	0	0	0	0	0	0	0	0	0	0
Reserve and/or Escrow		0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL CASH PAID OUT	0	8,613	8,613	8,613	8,613	8,613	8,613	8,613	8,613	8,613	8,613	8,613	8,613	103,358
Cash Position (end of month)	0	($81,900)	($84,513)	($87,126)	($89,739)	($92,352)	($94,965)	($97,578)	($100,191)	($102,805)	($105,418)	($108,031)	($110,644)	($110,644)

* No income is assumed in Year 1 due to construction, commences in Year 2

*** Real estate taxes are based on a combined, non-homestead rate of 61.79 per $1,000 that includes SCHOOL, CITY, COUNTY, and REFUSE.
Assumed market value for Year 1 is based on $50,000 purchase price, $567,000 improvement value is added to market value in Year 2.
Assessments are calculated using Uniform Percent of Value at 93%. 10 year gradual abatement

Cash Flow

Year 3

Development Scenario 2b: New Mixed-Use Residential/Commercial Infill Structure

Fiscal Year Begins: **Jan-10**

	Pre-Startup EST	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Total Item EST
Cash on Hand		**($110,644)**	($113,257)	($115,870)	($118,483)	($121,097)	($123,710)	($126,323)	($128,936)	($131,549)	($134,162)	($136,775)	($139,389)	**($110,644)**
CASH RECEIPTS														
Rental Income: 4,000 sq ft @ $ 1.50, utilities included (3 units total) *		6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	72,000
Loan/ other cash injection														0
TOTAL CASH RECEIPTS	0	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	72,000
Total Cash Available (before cash out)	0	(104,644)	(107,257)	(109,870)	(112,483)	(115,097)	(117,710)	(120,323)	(122,936)	(125,549)	(128,162)	(130,775)	(133,389)	(38,644)
CASH PAID OUT														
Loan Principal Payment		3,367	3,367	3,367	3,367	3,367	3,367	3,367	3,367	3,367	3,367	3,367	3,367	40,405
Mortgage Interest **		2,549	2,549	2,549	2,549	2,549	2,549	2,549	2,549	2,549	2,549	2,549	2,549	30,588
Real Estate Taxes ***		1,597	1,597	1,597	1,597	1,597	1,597	1,597	1,597	1,597	1,597	1,597	1,597	19,164
Utilities (gas, electric, water)		400	400	400	400	400	400	400	400	400	400	400	400	4,800
Maintenance (lawn, snow)		300	300	300	300	300	300	300	300	300	300	300	300	3,600
Trash Removal		100	100	100	100	100	100	100	100	100	100	100	100	1,200
Advertising		0	0	0	0	0	0	0	0	0	0	0	0	0
Insurance		300	300	300	300	300	300	300	300	300	300	300	300	3,600
SUBTOTAL	0	8,613	8,613	8,613	8,613	8,613	8,613	8,613	8,613	8,613	8,613	8,613	8,613	103,358
Property Purchase Price (including fees)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Construction Costs (including fees)		0	0	0	0	0	0	0	0	0	0	0	0	0
Reserve and/or Escrow		0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL CASH PAID OUT	0	8,613	8,613	8,613	8,613	8,613	8,613	8,613	8,613	8,613	8,613	8,613	8,613	103,358
Cash Position (end of month)	0	($113,257)	($115,870)	($118,483)	($121,097)	($123,710)	($126,323)	($128,936)	($131,549)	($134,162)	($136,775)	($139,389)	($142,002)	($142,002)

Cash Flow

Year 4

Development Scenario 2b: New Mixed-Use Residential/Commercial Infill Structure

Fiscal Year Begins: **Jan-11**

	Pre-Startup EST	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Total Item EST
Cash on Hand		**($142,002)**	($144,615)	($147,228)	($149,841)	($152,454)	($155,067)	($157,680)	($160,294)	($162,907)	($165,520)	($168,133)	($170,746)	**($142,002)**
CASH RECEIPTS														
Rental Income: 4,000 sq ft @ $ 1.50, utilities included (3 units total) *		6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	72,000
Loan/ other cash injection														0
TOTAL CASH RECEIPTS	0	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	72,000
Total Cash Available (before cash out)	0	(136,002)	(138,615)	(141,228)	(143,841)	(146,454)	(149,067)	(151,680)	(154,294)	(156,907)	(159,520)	(162,133)	(164,746)	(70,002)
CASH PAID OUT														
Loan Principal Payment		3,628	3,628	3,628	3,628	3,628	3,628	3,628	3,628	3,628	3,628	3,628	3,628	43,542
Mortgage Interest **		2,288	2,288	2,288	2,288	2,288	2,288	2,288	2,288	2,288	2,288	2,288	2,288	27,452
Real Estate Taxes ***		1,597	1,597	1,597	1,597	1,597	1,597	1,597	1,597	1,597	1,597	1,597	1,597	19,164
Utilities (gas, electric, water)		400	400	400	400	400	400	400	400	400	400	400	400	4,800
Maintenance (lawn, snow)		300	300	300	300	300	300	300	300	300	300	300	300	3,600
Trash Removal		100	100	100	100	100	100	100	100	100	100	100	100	1,200
Advertising		0	0	0	0	0	0	0	0	0	0	0	0	0
Insurance		300	300	300	300	300	300	300	300	300	300	300	300	3,600
SUBTOTAL	0	8,613	8,613	8,613	8,613	8,613	8,613	8,613	8,613	8,613	8,613	8,613	8,613	103,358
Property Purchase Price (including fees)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Construction Costs (including fees)		0	0	0	0	0	0	0	0	0	0	0	0	0
Reserve and/or Escrow		0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL CASH PAID OUT	0	8,613	8,613	8,613	8,613	8,613	8,613	8,613	8,613	8,613	8,613	8,613	8,613	103,358
Cash Position (end of month)	0	($144,615)	($147,228)	($149,841)	($152,454)	($155,067)	($157,680)	($160,294)	($162,907)	($165,520)	($168,133)	($170,746)	($173,359)	($173,359)

Cash Flow

Year 5

Development Scenario 2b: New Mixed-Use Residential/Commercial Infill Structure

Fiscal Year Begins: **Jan-12**

	Pre-Startup EST	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Total Item EST
Cash on Hand		**($173,359)**	($175,972)	($178,586)	($181,199)	($183,812)	($186,425)	($189,038)	($191,651)	($194,264)	($196,878)	($199,491)	($202,104)	**($173,359)**
CASH RECEIPTS														
Rental Income: 4,000 sq ft @ $ 1.50, utilities included (3 units total) *		6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	72,000
Loan/ other cash injection														0
TOTAL CASH RECEIPTS	0	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	72,000
Total Cash Available (before cash out)	0	(167,359)	(169,972)	(172,586)	(175,199)	(177,812)	(180,425)	(183,038)	(185,651)	(188,264)	(190,878)	(193,491)	(196,104)	(101,359)
CASH PAID OUT														
Loan Principal Payment		3,910	3,910	3,910	3,910	3,910	3,910	3,910	3,910	3,910	3,910	3,910	3,910	46,922
Mortgage Interest **		2,006	2,006	2,006	2,006	2,006	2,006	2,006	2,006	2,006	2,006	2,006	2,006	24,071
Real Estate Taxes ***		1,597	1,597	1,597	1,597	1,597	1,597	1,597	1,597	1,597	1,597	1,597	1,597	19,164
Utilities (gas, electric, water)		400	400	400	400	400	400	400	400	400	400	400	400	4,800
Maintenance (lawn, snow)		300	300	300	300	300	300	300	300	300	300	300	300	3,600
Trash Removal		100	100	100	100	100	100	100	100	100	100	100	100	1,200
Advertising		0	0	0	0	0	0	0	0	0	0	0	0	0
Insurance		300	300	300	300	300	300	300	300	300	300	300	300	3,600
SUBTOTAL	0	8,613	8,613	8,613	8,613	8,613	8,613	8,613	8,613	8,613	8,613	8,613	8,613	103,358
Property Purchase Price (including fees)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Construction Costs (including fees)		0	0	0	0	0	0	0	0	0	0	0	0	0
Reserve and/or Escrow		0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL CASH PAID OUT	0	8,613	8,613	8,613	8,613	8,613	8,613	8,613	8,613	8,613	8,613	8,613	8,613	103,358
Cash Position (end of month)	0	($175,972)	($178,586)	($181,199)	($183,812)	($186,425)	($189,038)	($191,651)	($194,264)	($196,878)	($199,491)	($202,104)	($204,717)	($204,717)

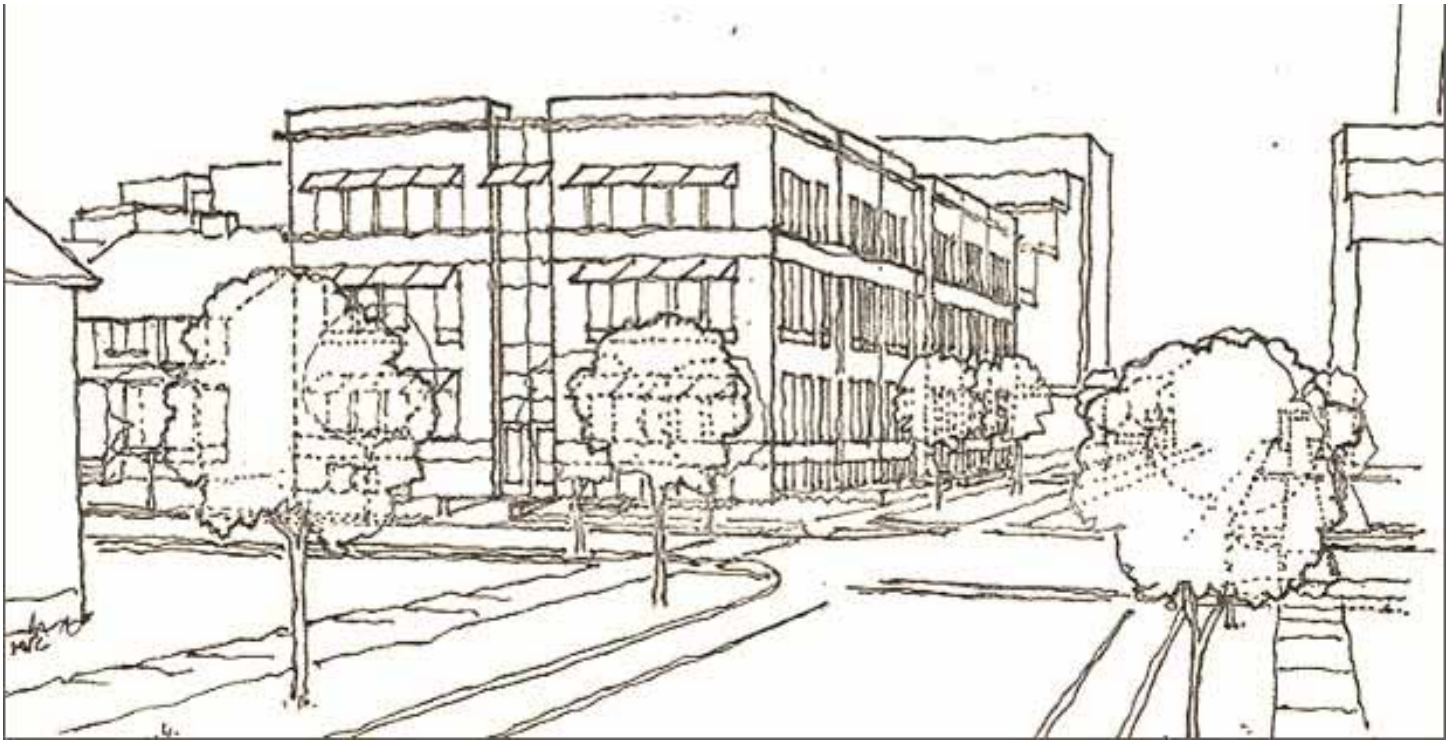
DEVELOPMENT SCENARIOS & PRO FORMAS

Scenario 3: New Medium Density Residential Infill Structure

Envisioned as a low-rise apartment building, Prototype 3 is the largest of the development scenarios. Because of its relatively large size, there would only be a few locations in the District where such project would fit appropriately into the urban fabric. Still, this prototype is an integral component for this Revitalization Strategy for the following reasons.

First, it provides a development option for experienced investors who may need a sizable project in order to realize a return on their investment. A project of this size would fit well into the development mix, as it would be larger than the other prototypes, and yet smaller than development foreseen along Rainbow Boulevard. Finally, the concept of an apartment building in the District is within character of the desired heritage theme, as the Lockeil Apartments once stood at the corner of Buffalo Avenue and 3rd Street. This apartment complex established historical precedent and provides a reference for design considerations of new structures. This is reflected in the design standards.

This prototype is the most costly. The table on the opposite page shows that the construction cost of this scenario is estimated at $6.2 million. Adding an assumed $250,000 for property acquisition, the total project cost of this scenario approaches $6.5 million. For analysis purposes, revenues were assumed to be $1.50 per square feet, which included utilities. Despite the revenue stream, the cash flow analysis showed that expenses exceeded the revenues.



CONSTRUCTION COST ESTIMATE

ITEM	ITEM DESCRIPTION	QUANTITY	UNIT	UNIT PRICE	TOTAL
1.0	Base Residential SF Cost*	36,000	SF	$ 136.00	4,896,000
2.0	Site Allowance	1	LS	$ 100,000	100,000
				Sub-Total Basic Cost	4,996,000
	Location Factor	0.02			99,920
	Inflation (2008 Costs)	0.10			499,600
				Sub-Total 3	5,595,520
				A/E Fees (10%)	559,552
				Permit Fees	4,450
				Total 3	6,159,522
* Based on RS Means 2006 Square Foot Costs				**Total Cost 3 (rounded)**	**6,200,000**

FINANCING ASSUMPTIONS

Loan to Fund New Construction		6,200,000
	Closing Costs	3,000
Land Acquisition		250,000
	Closing Costs	3,000
	Costs To Be Financed	6,456,000
Financing Variables		
10 Mortgage in years	Percent Financed	80%
7.50% Interest rate		
	Total Loan Amount	**5,164,800**

CASH FLOW ASSUMPTIONS

CASH RECEIPTS	Year 1	Year 2	Year 3	Year 4	Year 5
Rental income per years assumptions	-	583,200	583,200	583,200	583,200
Security Deposits	-	-	-	-	-
Loan/ other cash injection	-	-	-	-	-
Subtotal	**-**	**583,200**	**583,200**	**583,200**	**583,200**
CASH PAID OUT					
Loan Principal Payment	360,552	388,542	418,706	451,211	486,240
Mortgage Interest **	375,133	347,143	316,979	284,474	249,445
Tenant Improvement Reserve	-	42,000	42,000	42,000	42,000
Real Estate Taxes ***	14,366	370,647	370,647	370,647	370,647
Utilities (gas, electric, water)	-	57,600	57,600	57,600	57,600
Maintenance (lawn, snow)	-	12,000	12,000	12,000	12,000
Legal fees (evictions, etc)	-	6,000	6,000	6,000	6,000
Trash Removal	-	3,000	3,000	3,000	3,000
Advertising	660	1,320	1,320	1,320	1,320
Insurance	6,000	6,000	6,000	6,000	6,000
Subtotal	**756,711**	**1,234,252**	**1,234,252**	**1,234,252**	**1,234,252**
Total cash flow per year	**(756,711)**	**(651,052)**	**(651,052)**	**(651,052)**	**(651,052)**
NET CASH FLOW	**(756,711)**	**(1,407,764)**	**(2,058,816)**	**(2,709,868)**	**(3,360,921)**

Cash Flow

YEAR 1

Development Scenario 3: New Medium Density Residential Infill Structure

Fiscal Year Begins: **Jan-08**

	Pre-Startup EST	Jan-08	Feb-08	Mar-08	Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08	Total Item EST
Cash on Hand 20% on closing	**$1,291,200**	($3,000)	($66,004)	($129,009)	($192,013)	($255,017)	($318,021)	($381,026)	($444,140)	($507,254)	($570,368)	($633,483)	($696,597)	**$1,291,200**
CASH RECEIPTS														
Rental Income: 36 units @ $1500/mo, includes utilities, 90% occupancy *		0	0	0	0	0	0	0	0	0	0	0	0	0
Security Deposits		0	0	0	0	0	0	0	0	0	0	0	0	0
Loan/ other cash injection	5,164,800	0	0	0	0	0	0	0	0	0	0	0	0	5,164,800
TOTAL CASH RECEIPTS	5,164,800	0	0	0	0	0	0	0	0	0	0	0	0	5,164,800
Total Cash Available (before cash out)	6,456,000	(3,000)	(66,004)	(129,009)	(192,013)	(255,017)	(318,021)	(381,026)	(444,140)	(507,254)	(570,368)	(633,483)	(696,597)	6,456,000
CASH PAID OUT														
Loan Principal Payment		30,046	30,046	30,046	30,046	30,046	30,046	30,046	30,046	30,046	30,046	30,046	30,046	360,552
Mortgage Interest **		31,261	31,261	31,261	31,261	31,261	31,261	31,261	31,261	31,261	31,261	31,261	31,261	375,133
Tenant Improvement Reserve		0	0	0	0	0	0	0	0	0	0	0	0	0
Real Estate Taxes ***		1,197	1,197	1,197	1,197	1,197	1,197	1,197	1,197	1,197	1,197	1,197	1,197	14,366
Utilities (gas, electric, water)		0	0	0	0	0	0	0	0	0	0	0	0	0
Maintenance (lawn, snow)		0	0	0	0	0	0	0	0	0	0	0	0	0
Legal fees (evictions, etc)		0	0	0	0	0	0	0	0	0	0	0	0	0
Trash Removal		0	0	0	0	0	0	0	0	0	0	0	0	0
Advertising		0	0	0	0	0	0	110	110	110	110	110	110	660
Insurance		500	500	500	500	500	500	500	500	500	500	500	500	6,000
SUBTOTAL	0	63,004	63,004	63,004	63,004	63,004	63,004	63,114	63,114	63,114	63,114	63,114	63,114	756,711
Property Purchase Price (including fees)	253,000	0	0	0	0	0	0	0	0	0	0	0	0	253,000
Construction Costs (including fees)	6,203,000	0	0	0	0	0	0	0	0	0	0	0	0	6,203,000
Reserve and/or Escrow	3,000	0	0	0	0	0	0	0	0	0	0	0	0	3,000
TOTAL CASH PAID OUT	6,459,000	63,004	63,004	63,004	63,004	63,004	63,004	63,114	63,114	63,114	63,114	63,114	63,114	7,215,711
Cash Position (end of month)	($3,000)	($66,004)	($129,009)	($192,013)	($255,017)	($318,021)	($381,026)	($444,140)	($507,254)	($570,368)	($633,483)	($696,597)	($759,711)	($759,711)

* No income is assumed in Year 1 due to construction, commences in Year 2

Cash Flow

YEAR 2

Development Scenario 3: New Medium Density Residential Infill Structure

Fiscal Year Begins: Jan-09

	Pre-Startup EST	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Total Item EST
Cash on Hand		**($759,711)**	($799,121)	($838,530)	($877,939)	($917,349)	($956,758)	($996,167)	($1,035,576)	($1,074,986)	($1,114,395)	($1,153,804)	($1,193,214)	**($759,711)**
CASH RECEIPTS														
Rental Income: 36 units @ $1500/mo, includes utilities, 90% occupancy *		48,600	48,600	48,600	48,600	48,600	48,600	48,600	48,600	48,600	48,600	48,600	48,600	583,200
Security Deposits		0	0	0	0	0	0	0	0	0	0	0	0	0
Loan/ other cash injection		0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL CASH RECEIPTS		48,600	48,600	48,600	48,600	48,600	48,600	48,600	48,600	48,600	48,600	48,600	48,600	583,200
Total Cash Available (before cash out)		(711,111)	(750,521)	(789,930)	(829,339)	(868,749)	(908,158)	(947,567)	(986,976)	(1,026,386)	(1,065,795)	(1,105,204)	(1,144,614)	(176,511)
CASH PAID OUT														
Loan Principal Payment		32,379	32,379	32,379	32,379	32,379	32,379	32,379	32,379	32,379	32,379	32,379	32,379	388,542
Mortgage Interest **		28,929	28,929	28,929	28,929	28,929	28,929	28,929	28,929	28,929	28,929	28,929	28,929	347,143
Tenant Improvement Reserve		3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	42,000
Real Estate Taxes ***		16,042	16,042	16,042	16,042	16,042	16,042	16,042	16,042	16,042	16,042	16,042	16,042	192,507
Utilities (gas, electric, water)		4,800	4,800	4,800	4,800	4,800	4,800	4,800	4,800	4,800	4,800	4,800	4,800	57,600
Maintenance (lawn, snow)		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
Legal fees (evictions, etc)		500	500	500	500	500	500	500	500	500	500	500	500	6,000
Trash Removal		250	250	250	250	250	250	250	250	250	250	250	250	3,000
Advertising		110	110	110	110	110	110	110	110	110	110	110	110	1,320
Insurance		500	500	500	500	500	500	500	500	500	500	500	500	6,000
SUBTOTAL	0	88,009	88,009	88,009	88,009	88,009	88,009	88,009	88,009	88,009	88,009	88,009	88,009	1,056,112
Property Purchase Price (including fees)		0	0	0	0	0	0	0	0	0	0	0	0	0
Construction Costs (including fees)		0	0	0	0	0	0	0	0	0	0	0	0	0
Reserve and/or Escrow		0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL CASH PAID OUT	0	88,009	88,009	88,009	88,009	88,009	88,009	88,009	88,009	88,009	88,009	88,009	88,009	1,056,112
Cash Position (end of month)	$0	($799,121)	($838,530)	($877,939)	($917,349)	($956,758)	($996,167)	($1,035,576)	($1,074,986)	($1,114,395)	($1,153,804)	($1,193,214)	($1,232,623)	($1,232,623)

Cash Flow

YEAR 3

Development Scenario 3: New Medium Density Residential Infill Structure

Fiscal Year Begins: **Jan-10**

	Pre-Startup EST	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Total Item EST
Cash on Hand		**($1,232,623)**	($1,273,888)	($1,315,153)	($1,356,418)	($1,397,683)	($1,438,948)	($1,480,213)	($1,521,478)	($1,562,743)	($1,604,008)	($1,645,273)	($1,686,538)	**($1,232,623)**
CASH RECEIPTS														
Rental Income: 36 units @ $1500/mo, includes utilities, 90% occupancy *		48,600	48,600	48,600	48,600	48,600	48,600	48,600	48,600	48,600	48,600	48,600	48,600	583,200
Security Deposits		0	0	0	0	0	0	0	0	0	0	0	0	
Loan/ other cash injection		0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL CASH RECEIPTS		48,600	48,600	48,600	48,600	48,600	48,600	48,600	48,600	48,600	48,600	48,600	48,600	583,200
Total Cash Available (before cash out)		(1,184,023)	(1,225,288)	(1,266,553)	(1,307,818)	(1,349,083)	(1,390,348)	(1,431,613)	(1,472,878)	(1,514,143)	(1,555,408)	(1,596,673)	(1,637,938)	(649,423)
CASH PAID OUT														
Loan Principal Payment		34,892	34,892	34,892	34,892	34,892	34,892	34,892	34,892	34,892	34,892	34,892	34,892	418,706
Mortgage Interest **		26,415	26,415	26,415	26,415	26,415	26,415	26,415	26,415	26,415	26,415	26,415	26,415	316,979
Tenant Improvement Reserve		3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	42,000
Real Estate Taxes ***		17,898	17,898	17,898	17,898	17,898	17,898	17,898	17,898	17,898	17,898	17,898	17,898	214,774
Utilities (gas, electric, water)		4,800	4,800	4,800	4,800	4,800	4,800	4,800	4,800	4,800	4,800	4,800	4,800	57,600
Maintenance (lawn, snow)		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
Legal fees (evictions, etc)		500	500	500	500	500	500	500	500	500	500	500	500	6,000
Trash Removal		250	250	250	250	250	250	250	250	250	250	250	250	3,000
Advertising		110	110	110	110	110	110	110	110	110	110	110	110	1,320
Insurance		500	500	500	500	500	500	500	500	500	500	500	500	6,000
SUBTOTAL	0	89,865	89,865	89,865	89,865	89,865	89,865	89,865	89,865	89,865	89,865	89,865	89,865	1,078,379
Property Purchase Price (including fees)		0	0	0	0	0	0	0	0	0	0	0	0	0
Construction Costs (including fees)		0	0	0	0	0	0	0	0	0	0	0	0	0
Reserve and/or Escrow		0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL CASH PAID OUT	0	89,865	89,865	89,865	89,865	89,865	89,865	89,865	89,865	89,865	89,865	89,865	89,865	1,078,379
Cash Position (end of month)	$0	($1,273,888)	($1,315,153)	($1,356,418)	($1,397,683)	($1,438,948)	($1,480,213)	($1,521,478)	($1,562,743)	($1,604,008)	($1,645,273)	($1,686,538)	($1,727,802)	($1,727,802)

Cash Flow

YEAR 4

Development Scenario 3: New Medium Density Residential Infill Structure

Fiscal Year Begins: **Jan-11**

	Pre-Startup EST	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Total Item EST
Cash on Hand		**($1,727,802)**	($1,770,923)	($1,814,044)	($1,857,164)	($1,900,285)	($1,943,405)	($1,986,526)	($2,029,647)	($2,072,767)	($2,115,888)	($2,159,008)	($2,202,129)	**($1,727,802)**
CASH RECEIPTS														
Rental Income: 36 units @ $1500/mo, includes utilities, 90% occupancy *		48,600	48,600	48,600	48,600	48,600	48,600	48,600	48,600	48,600	48,600	48,600	48,600	583,200
Security Deposits		0	0	0	0	0	0	0	0	0	0	0	0	
Loan/ other cash injection		0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL CASH RECEIPTS		48,600	48,600	48,600	48,600	48,600	48,600	48,600	48,600	48,600	48,600	48,600	48,600	583,200
Total Cash Available (before cash out)		(1,679,202)	(1,722,323)	(1,765,444)	(1,808,564)	(1,851,685)	(1,894,805)	(1,937,926)	(1,981,047)	(2,024,167)	(2,067,288)	(2,110,408)	(2,153,529)	(1,144,602)
CASH PAID OUT														
Loan Principal Payment		37,601	37,601	37,601	37,601	37,601	37,601	37,601	37,601	37,601	37,601	37,601	37,601	451,211
Mortgage Interest **		23,706	23,706	23,706	23,706	23,706	23,706	23,706	23,706	23,706	23,706	23,706	23,706	284,474
Tenant Improvement Reserve		3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	42,000
Real Estate Taxes ***		19,753	19,753	19,753	19,753	19,753	19,753	19,753	19,753	19,753	19,753	19,753	19,753	237,042
Utilities (gas, electric, water)		4,800	4,800	4,800	4,800	4,800	4,800	4,800	4,800	4,800	4,800	4,800	4,800	57,600
Maintenance (lawn, snow)		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
Legal fees (evictions, etc)		500	500	500	500	500	500	500	500	500	500	500	500	6,000
Trash Removal		250	250	250	250	250	250	250	250	250	250	250	250	3,000
Advertising		110	110	110	110	110	110	110	110	110	110	110	110	1,320
Insurance		500	500	500	500	500	500	500	500	500	500	500	500	6,000
SUBTOTAL	0	91,721	91,721	91,721	91,721	91,721	91,721	91,721	91,721	91,721	91,721	91,721	91,721	1,100,647
Property Purchase Price (including fees)		0	0	0	0	0	0	0	0	0	0	0	0	0
Construction Costs (including fees)		0	0	0	0	0	0	0	0	0	0	0	0	0
Reserve and/or Escrow		0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL CASH PAID OUT	0	91,721	91,721	91,721	91,721	91,721	91,721	91,721	91,721	91,721	91,721	91,721	91,721	1,100,647
Cash Position (end of month)	$0	($1,770,923)	($1,814,044)	($1,857,164)	($1,900,285)	($1,943,405)	($1,986,526)	($2,029,647)	($2,072,767)	($2,115,888)	($2,159,008)	($2,202,129)	($2,245,249)	($2,245,249)

Cash Flow

YEAR 5

Development Scenario 3: New Medium Density Residential Infill Structure

Fiscal Year Begins: **Jan-12**

		Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Total Item EST
Cash on Hand		**($2,245,249)**	($2,290,226)	($2,335,202)	($2,380,178)	($2,425,154)	($2,470,130)	($2,515,107)	($2,560,083)	($2,605,059)	($2,650,035)	($2,695,012)	($2,739,988)	**($2,245,249)**
CASH RECEIPTS														
Rental Income: 36 units @ $1500/mo, includes utilities, 90% occupancy *		48,600	48,600	48,600	48,600	48,600	48,600	48,600	48,600	48,600	48,600	48,600	48,600	583,200
Security Deposits		0	0	0	0	0	0	0	0	0	0	0	0	
Loan/ other cash injection		0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL CASH RECEIPTS		48,600	48,600	48,600	48,600	48,600	48,600	48,600	48,600	48,600	48,600	48,600	48,600	583,200
Total Cash Available (before cash out)		(2,196,649)	(2,241,626)	(2,286,602)	(2,331,578)	(2,376,554)	(2,421,530)	(2,466,507)	(2,511,483)	(2,556,459)	(2,601,435)	(2,646,412)	(2,691,388)	(1,662,049)
CASH PAID OUT														
Loan Principal Payment		40,520	40,520	40,520	40,520	40,520	40,520	40,520	40,520	40,520	40,520	40,520	40,520	486,240
Mortgage Interest **		20,787	20,787	20,787	20,787	20,787	20,787	20,787	20,787	20,787	20,787	20,787	20,787	249,445
Tenant Improvement Reserve		3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	42,000
Real Estate Taxes ***		21,609	21,609	21,609	21,609	21,609	21,609	21,609	21,609	21,609	21,609	21,609	21,609	259,309
Utilities (gas, electric, water)		4,800	4,800	4,800	4,800	4,800	4,800	4,800	4,800	4,800	4,800	4,800	4,800	57,600
Maintenance (lawn, snow)		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
Legal fees (evictions, etc)		500	500	500	500	500	500	500	500	500	500	500	500	6,000
Trash Removal		250	250	250	250	250	250	250	250	250	250	250	250	3,000
Advertising		110	110	110	110	110	110	110	110	110	110	110	110	1,320
Insurance		500	500	500	500	500	500	500	500	500	500	500	500	6,000
SUBTOTAL	0	93,576	93,576	93,576	93,576	93,576	93,576	93,576	93,576	93,576	93,576	93,576	93,576	1,122,915
Property Purchase Price (including fees)		0	0	0	0	0	0	0	0	0	0	0	0	0
Construction Costs (including fees)		0	0	0	0	0	0	0	0	0	0	0	0	0
Reserve and/or Escrow		0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL CASH PAID OUT	0	93,576	93,576	93,576	93,576	93,576	93,576	93,576	93,576	93,576	93,576	93,576	93,576	1,122,915
Cash Position (end of month)	$0	($2,290,226)	($2,335,202)	($2,380,178)	($2,425,154)	($2,470,130)	($2,515,107)	($2,560,083)	($2,605,059)	($2,650,035)	($2,695,012)	($2,739,988)	($2,784,964)	($2,784,964)

APPENDIX H: RECOMMENDED ZONING REVISIONS

1303.2	LIST OF DEFINITIONS— Excerpt Only

FLOOR AREA
As defined pursuant to New York State Building Code. In addition, floor area used for parking of motor vehicles shall not count as part of the floor area calculation.

FLOOR AREA RATIO
The ratio of the floor area of a building, excluding spaces within a basement as defined in this ordinance, divided by its lot area

1312 RESIDENTIAL DISTRICTS

1312.1	**DESCRIPTIONS AND PURPOSE**

Throughout the city, residential development should reinforce historic development patterns and be pedestrian-oriented with buildings oriented to the sidewalk with a strong emphasis on creating a safe and inviting streetscape. Buildings should be designed to provide visual interest and create enjoyable, human-scale spaces and automobile parking is intended to be placed either behind, within or to the side of the structures.

R1	**DETACHED SINGLE**	
	R1-A	Low-Density: This sub-district is intended primarily for low-density residential development in the form of single-family detached dwellings with an approximate average density of seven (7) units per acre.
	R1-B	Low Density Waterfront: This sub-district is intended primarily for low-density residential development in the form of single-family detached dwellings with an approximate average density of seven (7) units per acre where views of the river are preserved.
	R1-C	Medium Density: This sub-district is intended primarily for development in the form of single-family detached dwellings with a maximum density of nine (9) units per acre.
	R1-D	High Density: This sub-district is intended primarily for development in the form of single-family detached dwellings with a maximum density of eleven (11) units per acre.

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R2	DOUBLES	
	R2-A	Medium Density: This sub-district is intended primarily for residential development in the form of one- and two family dwellings with a maximum density of seventeen (17) units per acre.
	R2-B	High Density: This sub-district is intended primarily for residential development in the form of one- and two-family dwellings with a maximum density of twenty-two (22) units per acre.
R3	MULTI-FAMILY	
	R3-A	Suburban: This sub-district is intended primarily for suburban style townhouse and apartment developments where building heights complement the scale and profile of surrounding areas.
	R3-B	Urban: This sub-district is intended primarily for a mix of residential uses which are built in a low profile which compliments the traditional two- to four-story buildings within the area.
	R3-C	High Density: This sub-district is intended primarily for residential development including single-, two-, and multi-family dwellings such as apartment buildings and townhouses. Limited commercial uses may be permitted. Building heights shall be restricted in order to complement the scale and profile of surrounding areas.
R4	HERITAGE	
	R4	Heritage: This district allows a variety of housing types in addition to limited commercial uses (subject to site plan approval), all developed in a scale, manner and form that is sensitive to the historic character of existing structures and other physical features that define the district. Residential uses include single-family, two-family and a limited number of multi-family dwellings such as apartment buildings and townhouses with an approximate average density of ten (10) units per acre.
1312.2	ALLOWED USES	

Refer to Schedule 1 – Use Table

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1312.3	BULK AND DENSITY STANDARDS

					Minimum Setbacks [1]			Maximum Setbacks			
		Min. Lot Size	Max FAR	Min. Lot Width	Front Yard	Rear Yard	Total Side Yards (w/one side)	Maximum Front Yard Setback	Percent of building façade within maximum setback [2]	Max Height	Min. Height
R1	A	6,000	n/a	60’	25’	20’	30% lot width (at least 6’)	n/a	n/a	35’	-
	B	6,000	n/a	60’	30’	30’	30% lot width (at least 6’)	n/a	n/a	35’	-
	C	4,500	n/a	40’	20’	20’	25% lot width (at least 5’)	n/a	n/a	35’	-
	D	3,400	n/a	25’	10’	20’	Each side yard 3’	20’	n/a	35’	-
R2	A	5,000	n/a	45’	20’	20’	25% lot width (at least 5’)	n/a	n/a	35’	-
	B	3,400	n/a	25’	10’	20’	Each side yard 3’	20’	n/a	35’	-
R3	A	1,400 per unit	1.0	60’	25’	20’	15% lot width up to maximum 15’; or 50% building height	n/a	n/a	45’	-
	B	3,400	1.0	25’	5’	20’	Each side yard 3’	20’	n/a	45’	-
	C	n/a	2.0	25’	n/a	20’	n/a	15’	75%	60’	-
R4		3,400	see Section 1312.4	25’	10’	20’	10% lot width (at least 3’)	25’	50%	45’	25’

(Note for townhouse uses – no side yard setback, lot frontage requirements for individual townhouses. Setbacks apply to entire townhouse development).

[1] Alternatively, the minimum front yard setback is the average existing front yard setback of the two (2) adjacent buildings
[2] Describes the percent of building façade facing the street that must abut the city right-of-way or be located within the maximum setback area. Areas set aside for publicly accessible parks or plazas are exempt from the maximum setback area requirement

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1312.4	ADDITIONAL REGULATIONS AND STANDARDS

The regulations in this chapter state the development standards for the districts. Sites within overlay districts (Chapter 1319) are also subject to additional regulations. Specific uses or development types may also be subject to regulations in the City-Wide Regulations series of chapters, including but not limited to Chapters 1322 and 1325.

R4	**HERITAGE DISTRICT:** Commercial Uses: ▪ For lots less than one (1) acre in area: no more than 5,000 square feet of space of a principal structure may be devoted to commercial uses, subject to site plan approval. ▪ On lots of one (1) acre or greater in area, on a single lot of record established prior to the effective date of this ordinance (see Section 1301.3): Commercial uses at a maximum FAR of 0.5 is permitted, subject to site plan approval and design district standards under Section 1319.2. Combination or amalgamation of lots of records or portions of lots of record after the effective date of this ordinance to meet this minimum lot area requirement is not permitted. ▪ On any lot in this district: reconstruction and/or construction of an interpretation of a structure/building that previously existed on the subject lot prior to the effective date of this ordinance (see Section 1301.3) is permitted, without regard to density and square foot limits listed above. Application of this standard is subject to site plan approval and design district standards under Section 1319.2, provided that strict application of these design district standards does not impair the intent to restore overall form of such a previously-existing structure. In such cases, evidence of the previous structure/building must be documented through verifiable sources that adequately outline the scale and features of the previously-existing structure (including, but not limited to: historic maps, photographs, architectural drawings, etc.). The reconstructed structure/building shall be designed to interpret the scale, form, and materials of the previously-existing structure to the greatest extent feasible and may only
R3-C	**MULTI-FAMILY HIGH DENSITY DISTRICT:** Commercial Uses: No structure within this district shall include in excess of 4,000 square feet of space for commercial uses.

1319.2	DESIGN DISTRICT STANDARDS

The purpose of the Design District (Refer to Schedule 2 – Note: You have to add the R-4 Heritage District to the Map) and associated design standards is to provide supplemental regulations related to new development, conversions, and renovations within the district. These regulations are intended to provide guidance for private and public projects undertaken within the Design District in order to protect and enhance the economic viability, safety, function, and character of the area, assist in the development of a pleasant pedestrian environment and implement the City of Niagara Falls Comprehensive Plan. All applications for site plan approval within the Design District shall be subject to the requirements of these standards.

Within the context of these standards, the following rules of interpretation shall apply:

- Words and phrases such as "shall," "will," "must," "is required," etc indicate standards to which must be specifically adhered.
- Words and phrases such as "should," "is encouraged," and "is recommended" indicate standards that are strongly desired in the context of the City of Niagara Falls' goals and objectives for the Design District, but are not generally mandated. However, in certain circumstances, the Planning Board may determine that such standards are significant enough to meeting the objectives of this chapter that have the equivalent authority as mandated standards.

In cases where adherence to specific standards is not feasible or warranted, the Planning Board may authorize alternate designs. Leeway from the specific standards may be authorized only where an applicant meets the overarching guideline from which the standard is based and the alternate design is approved by the Planning Board.

[Note – 1319.2 a) through e) – No revisions]

1319.2 f)	PARKING

Principle 1: Parking areas shall be designed so as not to result in an unduly adverse impact upon the natural environment, the pedestrian realm, or detract from the city's beauty.

Guideline 1: Parking areas are secondary to structures and streetscape elements and shall not overwhelm or dominate the site.

- Standard 1: Surface parking lots are prohibited between structures and the street. The recommended location for surface parking areas is in the rear yard area, below grade or in parking structures.

- Standard 2: Rear parking lots should include provisions to allow vehicles to travel from one private parking lot to another without having to enter the street.

- Standard 3: Shared parking arrangements between private lots and businesses are encouraged.

- Standard 4: In R-4 Heritage districts, access to parking areas or garages shall be via public alley rights-of-way, where such access is available and feasible.

- Standard 5: In R-4 Heritage Districts, accessory parking garages shall be strongly encouraged to be detached and set back at least thirty (30) feet from the lot frontage. If attached, garages shall be sited in a rear yard and positioned so that garage access doors are not visible from the lot frontage.

Guideline 2: Minimize the visual and environmental impacts of parking areas and ensure that they include features such as landscaping and walkways which contribute to a pleasant environment

- Standard 1: All surface parking areas spaces shall incorporate trees and landscaping elements to enhance aesthetics, to provide shade, and to buffer the view of parked cars from adjacent uses and pedestrians. The following standards shall be met for all surface parking areas greater than four (4) spaces:
  - Surface parking areas shall be shaded by large canopied trees and shall be adequately screened and buffered from adjacent uses
  - Parking lot landscaping shall consist of a minimum of 10% of the total parking area plus a ratio of 1 tree for each seven parking spaces to create a canopy effect
  - Parking abutting an exterior yard shall fit the surrounding setting and should incorporate a semi-open fence or wall into the required landscaped yard.
    - Acceptable wall screening shall consist of a combination of masonry and ornamental metal fencing (e.g., wrought iron) of at least four feet and no more than six feet in height.
    - Unacceptable and prohibited methods of parking lot screening include chain link fencing other similar type of fencing.

- Standard 2: Large areas of uninterrupted paving (100 spaces or more) are prohibited.
  - Surface parking lots with 100 spaces or more shall be divided into separate areas and divided by landscaped areas and/or walkways at least 8 feet in width, or by a building or group of buildings.

- Standard 3: total impervious coverage should be minimized to the greatest extent practical. Alternative materials and designs should be used to reduce and minimize the amount of impervious surfaces and efficiently utilize urban spaces needed for vehicle parking and storage.

Guideline 3: Maintain a safe and secure pedestrian environment through the appropriate use of lighting.

- Standard 1: Lighting in parking lots shall not exceed a maximum of 25 feet in height.

- Standard 2: All parking lot lighting shall be glare-free and shielded from the sky and adjacent residential properties and structures through shielding or other techniques.

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Guideline 4: minimize the visual impacts of parking structures (ramps).

- Standard 1: Private parking garages that are an accessory use to a commercial or mixed-use building shall be designed to be integrated to an overall building design with consistent materials and massing of the principal building use.

- Standard 2: Private parking garages should be sited in the rear yard and have primary access along a minor or secondary street

- Standard 3: A parking garage may only be located along a major street only where the ground level is utilized for retail or commercial uses and the facades along the major street conform to the principles of these guidelines.

Guideline 5: reduce the visual impact of service, loading and trash storage areas

- Standard 1: All service, loading and trash collection areas shall be screened by a combination of masonry or wood walls and planting areas.

- Standard 2: Loading and service areas shall not face a residential district unless no other location is possible.

[Note – 1319.2 g) – No revisions]

1319.2 h)	DESIGN OF STRUCTURES IN R-4 HERITAGE DISTRICTS

Principle 1: In order to protect and foster the expansion of the residential character, unique relationship to the Niagara River corridor, and attractiveness of these pedestrian-friendly districts, new structures and uses must be sensitively designed in a form/manner according to the following guidelines and standards in this subsection, in addition to those noted elsewhere in this Section.

Guideline 1: New structures and buildings, regardless of proposed use, shall be designed in a form that is interpretive of residential structures in the heritage district.

- Standard 1: Building Placement. Buildings should be oriented to the lot frontage of a public street to maintain a consistent street wall and pattern/rhythm of setbacks along the street.
  - Except in limited situations in campus or estate-style development (see below), the primary entrance to a principal structure shall be required to front upon a public street.
  - Campus or estate-style site arrangements (i.e., involving two (2) or more principal buildings on a single

lot of record) may be permitted on lots of one (1) acre or greater in area, provided that either: 1) one or more of the principal structures on the campus or estate is placed along the lot frontage in accordance with front yard requirements of Section 1312.3; or 2) campus or estate structures are oriented inward with a landscaped forecourt along the lot frontage with a front ornamental wall or fence that is placed in accordance with front yard requirements of Section 1312.3.

- Garage doors or entrances to parking shelters/structures shall not front upon a public street, but may front upon a public alley right-of-way.

- Standard 2: Roof Types. Flat roofs are prohibited on buildings/structures or portions of buildings or structures that front upon or are visible from public streets.
  - Various types of sloped roof types may be used and shall be a function of the overall architectural style of the proposed structure(s). Sloped roof types that may be employed include, but would not be limited to: gable, cross-gable, hipped, cross-hipped, gambrel, and mansard.
  - Where applicable, roofs should be consistent with the relatively steep slopes existing in the district, but no less than "7 on 12" (i.e., at least 7 inches of rise over 12 inches of run).
  - The application of surface details that imitate the appearance of a sloped roof on a flat roof structure (e.g., use of mansard roof panels on a side flat-roofed structure to imitate the appearance of a sloped roof) is prohibited.

- Standard 3: Building Articulation: While specific architectural styles and/or interpretations may vary, new infill structures shall generally incorporate elevation features consistent with the range of elements in surrounding residentially-scaled structures.
  - Buildings shall be articulated and incorporate elevation features to sufficiently define their bottom (i.e., foundation), middle (main building levels), and top (roof).
  - Designs should focus details on places where vertical and horizontal elements meet, such as roof peaks, the ends of the fascia boards, column capitals and bases, porch railings, and window trim.
  - Elevation features should have depth, avoiding a flush or flat appearance.
  - Building components such as porch, window, and elevation components should all be aligned with patterns exhibited along the street face to the greatest extent feasible.

- Standard 4: Materials. Materials used in the construction and rehabilitation of structures in the district should match or be reminiscent of materials used in the highest-quality examples of residential structures in the district (Note: rehabilitation of structures on or deemed eligible for inclusion on the National Register of Historic Places may be subject to specific application of design/material standards governed by the State Historic Preservation Officer).
  - Acceptable materials for building foundations and retaining walls: rough and cut stone; rusticated masonry; and various types of high-quality concrete-based products to emulate stone or rusticated masonry finishes (e.g., cast stone).
  - Acceptable materials for main building walls: painted wood clapboard; cement fiber board or wood composite materials that emulate traditional paint-able wood clapboard; brick masonry; finished/cut

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stone; stucco; terra cotta; and limited types of high-impact exterior insulation and finish systems (EIFS) that involve a durable, smooth trowel finish that emulate historic stucco finishes.

- Acceptable materials for building trim and detailing – painted wood, cement fiber board or wood composite materials that emulate paint-able wood, metal, finished stone, various types of high-quality concrete-based products to emulate stone or rusticated masonry finishes (e.g., cast stone), and terra cotta.
- Acceptable materials for walls and fencing along a lot frontage: painted wood picket, wrought iron, stone, masonry, and field/rubble stone.
- Prohibited materials: vinyl and metal clapboard, siding and trim; other EIFS, artificial brick face and similar applications to emulate traditional materials for building components other than those applications noted above; unfinished concrete masonry unit (CMU); pre-engineered metal structures; and/or use of chain link, PVC, plastic, or other similar materials in fences/walls along a lot frontage on a public street.
- Use of materials not listed above, resulting from new technological advances, may be permitted subject to Planning Board approval, provided they meet the overall objectives for the district.

- Standard 5: Usable Front Porches. Many of the structures in the district have usable front porches; varying from modest residential designs to more monumental, classically-inspired, entry porticos on larger structures. Porches encourage interaction between neighbors, put "eyes on the street," and introduce a distinctly urban and human scale to the community.
  - Incorporation of usable porches (at least six feet by twelve feet) is encouraged on structures fronting a public street.
  - Two-family homes or structures incorporating two levels of habitable uses (e.g., B&B, Inn) are encouraged to incorporate stacked porches, one for each level of living space. Each porch should use similar materials and details where appropriate. For example, the roofing material of the house and the porch or porches should be comparable.
  - Where possible, porch should extend across the full front of the structure and incorporate the main entrance.
  - The design of porches should be relatively transparent from the street with details consistent with the massing and materials of other structures on the street.

- Standard 6: Windows & Fenestration in the district generally follow a pattern that have windows placed vertically, aligned along the street face to create a consistent rhythm.
  - The windows and other major fenestration for a buildings face fronting upon a public street (i.e., with the exception of selected ornamental windows) shall generally be oriented vertically with approximately 1:2 proportions (e.g., 24 inches wide by 48 inches high) and shall be placed at an elevation and with spacing that is generally consistent with the placement of windows on residentially-scaled structures elsewhere in the district.
  - Windows are encouraged to be operable, and shall be articulated, at a minimum, as double-hung, "one -over-one" panes of glass, although more detailed articulation of window panes (e.g., "four-over-one",

"six-over-one", "four-over-four", etc.) is permitted. Windows designed of large, fixed, single-pane expansions of glass without trim are prohibited.

- The use of traditional materials for window trim components (e.g., painted wood or metal) is encouraged, however, other types of materials/combination of materials may be acceptable in light of durability needs and how the use of such materials fit into the overall context of the structure's design.
- The incorporation of horizontal window fenestration may be permitted, if broken up into a grouping of individual, vertically-oriented window openings, each articulated as an individual window with trim, mullions, and/or mutins.

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APPENDIX I: STREETSCAPE DESIGN RECOMMENDATIONS

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1 Intent

The intent of these standards is to codify design elements for future infrastructure investments by public agencies, and for repair and maintenance activities undertaken by private utilities within the District's public rights-of-way. The design standards herein address such issues as construction materials, street trees, and light standards (among others), which collectively help to reinforce the underlying theme established for the District. The adoption of such design standards by the City would ensure that the integrity and character of the District would withstand the test of time.

2 Paving

Paving is an important unifying element in streetscape design. Paving patterns can guide movement, define spaces and provide visual interest. Paving patterns, colors and textures can complement surrounding built elements. Well-designed paving creates order, scale and identity on the street. Once established, the paving pattern should become the organizing framework for furnishings, trees and plantings.

2.1.1 Roadways and Alleys

Historically, Buffalo Avenue and the attendant alleys were composed of brick pavers. Although the pavers have been removed from Buffalo Avenue and replaced with asphalt pavement, the brick pavers in the alleys remain, albeit mostly under a layer of asphalt. Nonetheless, this presents an opportunity to reset the brick pavers in the alleys to reinforce the District's heritage theme.

The following are guidelines for District roadways and alleys.

- Given its lower construction cost and ease of maintenance and repair, asphalt material is acceptable for street pavement, although the use of brick pavers is encouraged, if affordable.
- Alleys should be reconstructed using brick pavers. Reuse of existing brick pavers is encouraged, where practical.
- All brick pavers must be set on a concrete slab with mortar joints.

2.1.2 Curbs and Gutters

Curbs begin the transition from the roadway to the pedestrian zone. Gutters collect and carry stormwater to drainage inlets.

The following are guidelines for curbs and gutters in the District.

- All District streets and alleys should be edged with raised, 6" granite curbs. Although sandstone curbs historically lined District streets, they are currently cost prohibitive to install.
- All sidewalks should include curb ramps at all intersection corners to enable the safe and convenient movement of all pedestrians.
- Curb ramps should align with curb ramp locations on the opposite side of street. Ramps located at the 45 degree point of the curve are strongly discouraged because of the potential hazard to pedestrian/bicyclist safety.
- Curb inscriptions commemorating the District's history and its unique characteristics are encouraged.
- Proposals to incorporate gutters as interpretive or streetscape design elements would be inappropriate with District history, and are discouraged.

2.1.3 Bulbouts

Bulbouts improve pedestrian safety by creating additional sidewalk area by flaring out the curb line into the roadway. The result is three fold: 1) bulbouts reduce street crossing width for pedestrians, 2) bulbouts make pedestrians more visible in a crosswalk, and 3) bulbouts force drivers to slow down when they turn the corner, making the crosswalk safer

and more comfortable for pedestrians.

Although roadway widths in the District are relatively narrow, the use of bulbouts is appropriate to strengthen the pedestrian-orientation of the neighborhood and to reduce vehicular speeds.

The following are guidelines for bulbouts in the District.

- Bulbouts should be created appropriately through continuation of the raised curb, and should not be merely suggestive (e.g. colored/ stamped concrete set in the roadway).
- Bulbouts should be installed along Buffalo Avenue and the streets intersecting Buffalo Avenue with the exception of Holly Place, which already has a short crossing distance.
- A mid-block bulbout opposite Riverside Drive should be installed to shorten walking distance across Buffalo Avenue, and to draw pedestrians toward Riverside Drive and the State Park.

2.1.4 Sidewalks

Sidewalks not only give pedestrians access along streets, but also contribute to unifying a streetscape. Historically, District sidewalks have been constructed of various materials, including brick, concrete, slate, and even a time when none existed. Unfortunately, existing District sidewalks lack uniformity, as they are composed of various materials (including a segment of 4th Street with no sidewalks).

Of related concern, sidewalks in the District have traditionally been attached to the curb. However, such configuration precludes space for a tree lawn, which would provide room for street trees and other streetscape elements close to the curb as well as a storage area for snow. Despite the historical precedent, a detached sidewalk is strongly preferred throughout the District because it would enhance the beauty, safety and shared common space in the neighborhood.

The following are guidelines for sidewalks in the District.

- Five feet is the minimum width for sidewalks in the District.
- Detached sidewalks should include a tree lawn of five feet minimum, planted with trees and grass. Street lighting and vehicular-related signage should also be located in the tree lawn, adjacent to the roadway, to improve overall neighborhood safety and appearance..
- Although District sidewalks historically were composed of sandstone, such material is currently cost prohibitive to install. Exposed aggregate concrete is the preferred material for District sidewalks. Concrete should be a minimum of 4 inches thick, meeting industry standards for concrete mix, finishing, curing and sealing.
- Installing pavers in the sidewalk is strongly discouraged because over-designed patterns may become extravagant or dated, and hazardous gaps may result from settlement variations among differing materials.
- All pedestrian walks must be installed with no gaps or joints larger than 1/4 inch.

2.1.5 Crosswalks

Generally incorporated at signalized intersections in most areas of the city, crosswalks demark safe areas for pedestrian street crossing. However, including crosswalks within the District, which only has traffic signals on its periphery, is appropriate because of the pedestrian scale of the District and because crosswalk materials and pattern are used as an important unifying feature of the District.

The following are guidelines for District crosswalks.

- Crosswalk pavement must contrast with the adjacent street pavement through color or texture. Drivers need to know where to stop or look for pedestrians and pedestrians need to know where they can rely on crossing the street safely.
- Crosswalk surfaces should not be slippery, create tripping hazards, or be difficult to traverse by those with diminished mobility or visual capabilities. Granite and cobblestones are examples of materials that are aesthetically pleasing, but may become slippery when wet or be difficult to cross by pedestrians who are blind or using

wheelchairs.

- Brick pavers, interlocking concrete pavers, and precast concrete pavers are durable and offer a range of colors and shapes. The use of asphalt pavers is discouraged because they tend to lose color more quickly and require more frequent maintenance than other pavers.
- Brick pavers are the preferred material for crosswalks and should match, as much as possible, the brick pavers used in the alleys to help contribute to District theme and overall uniformity.
- Use only pavers specifically designed for crosswalk/sidewalk use according to industry standards.
- Pavers must be set on a concrete slab with mortar joints and not on a sand base.
- Crosswalks could be alternatively composed of concrete with a brushed finished and generous trowels markings. An exposed aggregate finish would also be acceptable.
- Selected crosswalk material must be utilized at all District crosswalks for overall uniformity.
- Install “stop bars” at all crosswalks, even where no traffic control device exists, to outline the crosswalk. White colored pavers are strongly preferred over paint or vinyl street marking material.
- A special paving treatment in the center of the Buffalo Avenue-4th Street intersection would highlight this crossing and would serve as a traffic calming measure. For this reason, pavers that differ from the crosswalk, yet are complementary to their color and texture, are preferred.

2.1.6 Paving Not Recommended

- Stamped concrete is strongly discouraged on sidewalks or elsewhere in public rights-of-way because of appearance, difficulty of snow removal, poor durability and future repair difficulties. Patterned paving in tree lawns is not recommended because it visually calls attention to an area that should not be a focus.
- Seeded concrete (i.e., aggregate placed on top of curing concrete) and epoxy concrete are not acceptable because of appearance, poor durability and maintenance concerns.
- For pedestrian safety, use of any glazed product or smooth, slippery surface product should not be used in pedestrian traffic areas.
- Any thinset material should not be used because of maintenance concerns.
- Any clay brick product other than paving brick should not be used because it may be difficult to maintain and the product’s resistance to freeze-thaw damage may not be adequate.
- Any material that is so textured or patterned that it may cause a tripping hazard, should not be used.

3 Lighting

Lighting and lighting fixtures play an important role in the character, function and security of a streetscape. The existing pedestrian-scaled light standards contribute to the unique character of the District, and therefore should be retained. Additionally, the low, decorative light standards can accommodate street-level placement of signage, hanging flower baskets and other neighborhood-defining elements that would further enhance the District and reinforce its heritage theme.

The following are guidelines for District lighting.

3.1.1 Style and Materials

Lighting style and materials should integrate with the architectural or historical character of the area.

- Although gas lights were used when the earliest residences were built in the District, the current Central Park luminaires reflect the time period when lamps were first electrified. Therefore, the current historic-based lighting is appropriate to the image and history of the area, and is the preferred style for the District.
- Poles should be well articulated with enough detail to create a range of scale for the pedestrian whether near or far away. Flutes, moldings or other traditional details are strongly preferred.
- Pole and base colors must be painted black to match other streetscape elements.

- Single luminaires are highly preferred over multiples, which should be considered only for special locations such as gateways or entry points of a district.
- Luminaires are to be translucent or glare-free, utilizing obscure glass or acrylic lenses.
- Luminaires should utilize 100-150 watt high-pressure sodium lamps to provide consistent light color and intensity levels throughout the District.
- Light shields may be installed on street lamps to more efficiently direct light to the ground and to reduce light pollution affecting adjacent structures.

3.1.2 Spacing and Location

Locate lights as part of an overall system that organizes other street elements such as trees, benches, and paving.

- Lights should be placed at least 2 feet from the back of the curb to allow room for car bumpers and door swings. Align with street trees where possible.
- Luminaires should be a minimum of 10 feet and a maximum of 12 feet above sidewalks to avoid glare into upper windows and to provide sufficient lighting at ground level.
- Lights should be spaced three to four times mounting height, or roughly 30 to 50 feet apart, to provide a pleasing effect and to ensure room for street trees and other furnishings.

4 Street Trees

Trees give many benefits to the District. They supply shade, buffer wind, sun and bad views, help clean the air and reduce glare. Street trees are the most important tool for buffering people from cars. They create a pedestrian space, make the street more comfortable and provide beauty year-round. Without street trees, pedestrians are exposed to the sun and the car with little sense of comfort. Street trees should be a major part of the District's ambient setting.

The following are guidelines for District street trees.

4.1.1 Tree Location

Consider mature tree size before planting so that trees have room to grow. Where signs, lights, overhead or underground utilities, utility poles and fire hydrants would limit mature tree size, adjustments in species or location should be considered to minimize excessive pruning.

- Plant trees with regular spacing in straight rows to create a continuous street edge. Adjust spacing only slightly for driveways and lights.
- Locate trees in a straight line midway between the curb and detached walk even where the width of the tree lawn varies.
- Plant trees 30 to 45 feet on center for most species. Reduced spacing may be appropriate depending on the space and species.
- When replacing trees in an existing row, select new trees of similar characteristics to those being replaced, including form, scale, texture and color.

4.1.2 Tree Size

Trees should be large enough to add substantial shade and to reach a height appropriate to surrounding buildings. At mature size, residential street trees should form a continuous canopy to reinforce the street space and frame vistas.

- Trees when planted in tree lawns should be 2 inch caliper, minimum. Note that under the favorable conditions of an appropriately sized tree lawn, trees should grow fairly quickly and enhance the streetscape.
- The branching height of mature trees on the traffic side of the street should be no less than 13 feet above the street.
- The branching height of mature trees on the pedestrian side of the street should be no less than 8 feet above the sidewalk.

4.1.3 Tree Selection

All trees should fit the microclimate, soils, sun, moisture and maintenance environment in which they are planted. Trees selected for urban streets should be able to endure pollution, compacted soils, minimal water, and low maintenance.

- Trees near walks should be thornless and fruitless to minimize maintenance and to reduce pedestrian hazards.
- They should be strong wooded, resistant to most diseases and insects, single trunked, with upright growth and a medium to long life expectancy. Branches should resist breaking.
- Trees that require minimal water should be considered, as watering needs and soil conditions significantly affect the root structure.
- Niagara Falls' unique climate and soils limit the variety of species which are recommended for street tree planting. Only the species that best meet the selection and size guidelines for most conditions are preferred for their dependability, low maintenance and drought resistance.
- Tree species and planting plan must be approved by a certified arborist.

5 Furnishings

Street furnishings are important functional elements and amenities of the streetscape. They should be designed to be attractive and unified within the District. Maintenance, safety and comfort are primary considerations in the design and placement of street furnishings. All furnishings placed in the right-of-way should be of high quality, designed for outdoor use, require minimum maintenance, and meet safety requirements of CNF Department of Public Works and New York State Department of Transportation, where applicable.

5.1.1 Neighborhood Monuments

Because the District is a distinct, identifiable neighborhood, identity monuments at key locations would be appropriate to help create a sense of place and to reinforce the neighborhood identity. Entry monuments would enhance the District's character and could become a source of pride for neighborhood residents.

The following are guidelines for monuments in the District.

- Entry monuments should be integrated into a total design of typical elements such as trees, ornamental lighting, paving patterns, walks and buildings. Moreover, the scale, character, shape, materials and location of entry monuments must be planned and consistent for the entire neighborhood.
- To signify its connectivity importance between the downtown area and the State Park, 4th Street shall have prominent, i.e. major, entry monuments at its intersections with Rainbow Boulevard and the State Park Access Road. Less prominent, i.e. minor, monuments should be placed at the 1st Street and Daly Boulevard entries of Buffalo Avenue. Additional minor monuments should be placed along Rainbow Boulevard at 3rd and 6th Streets.
- Appropriate scale and proportion are critical to the sense of arrival and entry. Monuments must be effective at the pedestrian and vehicular scale.
- Monument design should embody elements of form and detail which represent and identify the neighborhood. The monument should make a reference to the character of the shared vision of the District.
- All monuments shall be composed of native stone, which can be augmented with iron detailing. Any iron elements must be painted black to be compatible with other street amenities and furnishings.

5.1.2 Benches

Benches expand opportunities for people to use the street, especially at key points of interest. Benches may be provided where space allows for a clear pedestrian walking zone and separate seating areas. However, given the residential nature of the District, placement of benches warrants careful consideration so as not to encroach on the private domain.

The following are guidelines for benches in the District.

- Benches should be placed at nodes of activity, such as bus/ trolley stops, the Buffalo Avenue-4th Street intersection, and locations offering scenic views of the State Park.
- Benches are permitted in front of commercial uses and high-density residential developments.
- Benches should be durable and comfortable. Avoid sharp edges and poorly designed or fabricated furniture. Metal, painted black, is the preferred material.
- Bench design should reflect the late 19th-early 20th century period to complement the style of the surrounding architecture and other furnishings.
- Benches should be secured permanently to paved surfaces for safety and to avoid vandalism.
- Benches should not interfere with plant materials or pedestrian circulation.

5.1.3 Trash Receptacles

Trash receptacles should be easily accessible for pedestrians and trash collection. Their design should relate to other site furnishings as well as building architecture. They must be carefully placed to be unobtrusive yet effective, and arranged with other streetscape elements into functional compositions.

The following are guidelines for District trash receptacles.

- Trash receptacles should be designed to fit anticipated use and frequency of maintenance. Covered tops and sealed bottoms should be included to keep the contents dry and out of sight at all times.
- Trash receptacles should be designed in two pieces. The inner container should ensure easy trash pickup and removal and an outer shell should blend aesthetically with the other streetscape elements.
- Trash receptacles should be conveniently placed near benches, bus stops and other activity nodes; however, they should not be placed directly adjacent to benches.
- Trash receptacles should be firmly attached to paving to avoid vandalism.

5.1.4 Medallions and Markers

Medallions and markers contribute to the unique character and identity of the neighborhood as well as reflect the rich historical and cultural heritage of the District. These streetscape elements also help enliven the neighborhood's sense of place and contribute to a visually unified District.

The following are guidelines for medallions and markers in the District.

- In Niagara Falls, NY, the Niagara Falls Historic Preservation Commission adopted on April 6, 2005 the City of Niagara Falls Historic Signage. All medallions and markers must conform to this adopted standard.
- Despite higher costs, Bronze plaques are strongly preferred over aluminum or zinc plaques because of their superior durability and better visual quality.
- If aluminum or zinc plaques are used, they should be painted in bronze on a black background to better match other streetscape elements.

APPENDIX J: ARCHITECTURAL DESIGN STANDARDS

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1 Introduction

1.1 Overall Intent

The standards outlined in this document are focused on components of individual structures that collectively contribute to the overall character and identity of the Buffalo Avenue Heritage District (herein after referred to as the "District"). It is not the intention of these standards to in any way discourage contemporary design, which through careful attention to siting, landscaping, scale, and materials may be complementary to existing heritage structures. Rather, the standards herein are intended to establish criteria by which alterations to existing buildings as well as construction of new

buildings can be measured. Some of the standards are precise whereas others are, by necessity, more general, allowing a range of alternative solutions. The standards have been specifically tailored to preserve, enhance and reinforce the unique qualities of the District. It is important to note that these standards shall not be construed to prevent the ordinary maintenance or repair of any exterior feature in the District which does not involve a change in design, material or outward appearance.

1.2 District History and Planning Principles

The history of Buffalo Avenue from Main Street to John Daly Boulevard (formerly Quay Street) is unique to Niagara Falls. This area was the first to be settled by the Europeans who came to America. Prior to the beginning of the 19th Century, the area we know as downtown Niagara Falls was not a populated, situated community. Before the arrival of the Porter brothers, Native Americans (the Neuters and later the Senecas) were associated with the area around the Falls and there were Indian settlements near the French (and later English) forts along the Niagara River.

The community settled and developed by the Porters and their associates was from the outset intended to be an industrial city. The presence of water for transportation of goods, and especially for power, made this the ideal spot for manufacturing and trade. The mid-19th Century hydraulic canal and later hydroelectric power plants brought the dream of these early settlers to reality. The leading families of the young community, the Porters, the Whitneys, the Rankines and Henry Perky, were all somehow associated with industry and all lived on Buffalo Avenue. Only the Schoellkopfs were missing, having their estate on Main Street. They were all making industry happen at the dawn of the 20th Century.

Every American city at that time had a fine residential street like Buffalo Avenue (Buffalo's Delaware Avenue and Cleveland's Euclid Avenue are contemporary examples), but only Buffalo Avenue had among its finest residences one of the largest factories in the City: Henry Perky's Shredded Wheat Factory, which came to be known as the "Palace of Light". That Henry Perky lived across the street from his factory was not unusual, however the fact that the owners and managers of other factories chose to build fine mansions next to his factory, is unprecedented. For this reason, Buffalo Avenue had, within an approximately six block stretch, an identity that was both high-end residential and industrial.

The vision for the future of the District reflects this unique relationship. Stemming from the Niagara Falls Strategic Master Plan's call for protecting stable residential areas, and for preserving and enhancing heritage resources, the theme of the District consists of the following principles:

1. **Park Neighborhood:** The Niagara River (the "River") and Niagara Falls State Park (the "Park") are significant natural assets that form the southern boundary of the District. The District should be considered as an extension of the Park that connects the River and Park with downtown Niagara Falls.
2. **Unique Historic Character:** The historic development of the riverfront and simultaneous development of industrialist's homes side-by-side with the Shredded Wheat Factory are unique to the City of Niagara Falls. Remnants from this important period in the City's history should be celebrated, restored and reinforced through strategic public and private investments.
3. **Variety of Development Opportunities:** Individual residences and small- to medium-scale buildings should be encouraged to reinforce the eclectic mix of quality historic structures and uses. The precedent of the "Palace of Light" presents an extraordinary opportunity to recall this unique juxtaposition in a sizable, infill development.
4. **Downtown Destination:** The District's proximity within downtown Niagara Falls makes it part of a larger regional attraction. Improved physical and visual linkages should be promoted to capitalize on tourist visits to the downtown area.
5. **Sustainable Community:** Home to one of the earliest developments of renewable energy resources in the United States, Niagara Falls is positioned to remake itself as a sustainable city. The District should be a focus of

sustainable community values through the promotion of green building technology, regenerative development, environmental health and social equity.

1.3 Contextual Influences

Determining a period of significance is a required first step in establishing a design theme for a heritage district, as it aids in understanding what was located there historically and what remains as evidence of that historic past. Further, the period of significance establishes important context and serves as a reference guide to the rehabilitation and restoration of existing structures and the design of new in fill buildings. The period of significance for the District has been determined to be mid-19th to mid-20th centuries – the period when Buffalo Avenue was established itself as home to the City's industrialists.

The following building styles, concurrent with the period of significance, are present in the District, and form the basis for District design standards.

i. mid-19th Century

1. Greek Revival
2. Gothic Revival
3. Vernacular worker cottages

ii. late-19th Century

1. Italianate
2. Queen Anne

iii. Early 20th Century

1. Arts and Crafts

iv. 1920's-30's

1. Neo-Classical
2. Georgian
3. Tudor
4. Italian (Spanish) Colonial

Refer to Attachment 1: Historic Architecture Index for descriptions of these styles and examples from the District.

1.4 GOALS AND OBJECTIVES OF DESIGN STANDARDS

The primary goal of these design standards is to specify site planning, site design and architectural design requirements that reinforce District identity and character, thereby strengthening its sense of neighborhood and place. Design standards will apply to new construction, adaptive reuse and rehabilitation projects funded through the USA Niagara development Corporation. Specific goals and objectives for these standards are as follows:

Goal 1: Support economic development and redevelopment

Objectives:

- Facilitate on-going economic development initiatives being advanced by local/state agencies by fostering an urbane and active setting for development and redevelopment projects.

- Ensure that public investments to foster new development and redevelopment result in an appropriately-scaled and high-quality urban environment.
- Support development and redevelopment of vacant and underutilized land in the District in a manner consistent with neighborhood context.
- Promote land value increases and tax base expansion.

Goal 2: Support local and regional planning policies and strategies

Objectives:
- Support and implement current development policies outlined in public plans and projects by incorporating standards consistent with the overall objectives of the *Niagara Falls Strategic Plan*, *City of Niagara Falls Comprehensive Plan*, and *USA Niagara Development Strategy*.
- Realize supporting development to build upon various existing and planned tourist-oriented projects such as the Seneca Niagara Casino and its associated resort facilities; Conference Center Niagara Falls; and the Niagara Experience Center.

Goal 3: Facilitate the creation of a park-like, pedestrian-scaled, residential and mixed-use District

Objectives:
- Promote the identity of the District and the natural beauty of the setting by maximizing opportunities for extensions of the park landscape into the District, and the complementary development of the public streetscape.
- Enhance the safety, comfort, and enjoyment of downtown Niagara Falls by non-vehicular users including pedestrians, bicyclists and transit patrons.
- Maximize retail, entertainment, lodging, and residential choices.
- Promote well-designed and active streetscapes that appropriately leverage public infrastructure and grant investments.

Goal 4: Protect and enhance the historic character of the District
Objectives:
- Preserve remaining historical fabric and limit any further erosion to the built form.
- Provide design guidance to existing property owners in order to restore and promote design quality to individual structures, which in turn contribute to the District as a whole.
- Reinforce the District's distinctive identity by ensuring mass and form of new development fits within the existing fabric.
- Encourage and support new development that is attuned with existing design elements and respects the heritage of unique, high-quality structures within the District.

Goal 5: Support sustainable community principles and promote healthy, ecologically responsible development

Objectives:
- Conserve natural systems such as topography, vegetation and habitat, and site hydrology.
- Extend native vegetation consistent with Frederic Law Olmsted's intentions for the Niagara Reservation into the District.
- Support green building practices by encouraging the pursuit of the *U. S. Green Building Council's* LEED Certifications for rehabilitation and new construction activities.

1.5 Program Area and Application of Standards

The primary program area for which District design standards apply encompasses all buildings and parcels identified in Figure __.

1.6 Rules of Interpretation

In interpreting and applying the provisions of District design standards, they shall be considered the minimum requirements adopted for the promotion of the objectives of the USA Niagara Development Corporation program. When used in the context of this document, the following rules of interpretation shall apply:

- Words/phrases such as “shall”, “will”, “must”, “is required”, etc. indicate standards to which adherence is specifically required.
- Words/phrases such as “should,” “is encouraged to,” “is desired,” “is recommended to,” etc. indicate standards that are strongly desired in the context of USA Niagara’s program objectives and should act to influence the design associated with the application, but are not mandated.
- Words/phrases such as “acceptable,” “satisfactory,” “adequate,” etc. indicate standards that while not meeting the full intent of USA Niagara’s program objectives, represent an adequate approach to meet a particular standard, if the applicant can demonstrate an inability (in terms of site configuration, existing building components, physical constraints and/or requirements associated with other laws or regulations) to fully meet a recommended approach.
- Words/phrases such as “may”, “allowed”, etc., indicate permissible, but not required actions.

1.7 Definitions

The following definitions refer to terms, words, and phrases used in outlining permitted activities specified under these design standards. Where a term is not specifically defined herein, its common dictionary definition shall be utilized.

Agency. The USA Niagara Development Corporation.

Artful. A one-of-a-kind design that reflects the skills and talent of an artist, graphic designer, or other design professional.

Awning. A roof-like structure of fabric or other tensile material, stretched over a frame as a shelter from the weather.

Balcony, Terrace, or Porch. An unenclosed area on an upper floor level of a building or structure, extending outward from or abutting an exterior wall, with or without a roof.

Belt course. A horizontal band of masonry across the exterior of a building that stands out visually.

Building. Any structure having a roof supported by columns or walls for the housing or enclosure of persons, animals, or goods. When such a structure is divided into separate parts by one or more un-pierced walls extending from the ground up, each such part shall be deemed to be a separate “building.”

Building Height. The vertical distance measured from the mean grade elevation of the lot to the highest point of building, including projections.

Canopy. A fixed projection extending outward from an exterior building wall, intended to provide shelter and/or as an aesthetic element of a façade design.

City. The City of Niagara Falls, New York.

Column. A vertical building member intended to support a roof, cornice, or other horizontal member/element of a building or structure.

Contributing Building. An existing building whose architectural design contributes to the theme of the District. Contributing buildings in the district that are National Register eligible are subject to the Secretary of Interior's Standards for rehabilitation.

Cornice. A building façade element consisting of a horizontal molded projection that crowns or completes a building or wall and/or separates the street oriented portion of a façade from its upper portion.

Courtyard. An open space enclosed partly or wholly by a building.

Developer. An individual, partnership, corporation, or entity, either private, public, or private/public partnership, which is designated to be eligible to receive USA Niagara grant funds for purposes of development in accordance with these urban design standards.

Development Area. The sum of the gross floor area of the several floors of a building or buildings, not including subsurface facilities (e.g., basements, subsurface parking facilities) or rooftop spaces.

Easement. Authorization by one property owner for use of all or a portion of his/her property by another person/entity for a specific purpose.

Façade. A front side(s) of a building, particularly those side(s) given distinguishing treatments along a public right-of-way and/or street.

Fascia. A flat horizontal band or member between moldings as part of a building façade, sometimes as part of a classical entablature, and often as the location for business signs in a storefront design.

Forecourt. An open court located along the frontage of a building on a public right-of-way.

Frontage. The linear distance of a lot or parcel that abuts a public right-of-way.

Lot. A parcel of land for occupancy by a building or use and the accessory buildings or uses customarily incident to it, including such open spaces that are arranged and designed to be used in connection with such building.

Corner Lot. A lot of which at least two adjacent sides abut for their full lengths upon streets.

Interior Lot. A lot other than a corner lot.

Through Lot. An interior lot which runs through a block from street to street.

Open Space. A part of a lot or building that is open and unobstructed to the sky (excluding awnings and similar projections), such as courts, esplanades, colonnades, yards, and roof terraces, but not including surface parking areas.

Parking Garage, Private. An accessory building or portion of a main building, used for the storage of motor vehicles as an accessory use.

Patio, Sidewalk. A seasonal, unenclosed extension of the ground floor use of a building or structure to accommodate outdoor dining and/or display of merchandise, extending from or adjoining a ground-floor exterior wall of a principal use/building on a parcel, either abutting or extending onto the adjoining public sidewalk of the subject property.

Paved. Use of blacktop, asphalt, concrete, paving stones or other similar substance to create a smooth, dust-free surface, including bituminous penetration, but not the use of dirt, clay, slag, loose stone and/or gravel.

Pilaster. A building façade element consisting of a vertical molded projection set into a wall that resembles a column, often including a capital and base.

Portico. A porch entrance or covered walkway supported by evenly-spaced columns.

Principal Use. The primary intended use of a lot or parcel.

Sign. Any advertisement, announcement, direction or communication produced, in whole or in part, by the construction, erection, affixing or placing of a structure on any land or on any other structure or produced by painting on or posting or placing any printed, lettered, pictured, figured or colored material on any building, structure or surface; provided, however, that signs placed or erected by the City, County or State for the purpose of showing street names or traffic directions or regulations or for other municipal or governmental purposes shall not be included in this definition.

Sign, Accessory. An identification sign for the premises on which it is located or which advertises a product or service available on the premises on which it is located.

Sign, Nonaccessory. A sign which does not identify the premises on which it is located or advertises a project or service which is not available on the premises on which it is located, and shall include billboards, ground signs and pole signs, as well as any other device to be used for similar purposes.

Stepback. A design feature that involves recessing the front line of the structure in subsequent upper stories in a step-like manner.

Storefront. One or more portions of a retail or commercial building that abuts a street face or other type of public right-of-way.

Story. The portion of a building included between the surface of any floor and the surface of the next floor above it, or if there is no floor above it, then the space between the floor and the ceiling next above it.

Street. A public right-of-way designated for the conveyance of vehicles, pedestrians, and other modes of transportation. This definition also includes non-vehicular public rights-of-way, such as the Old Falls Street Pedestrian Mall.

Street, Major. In the context of these standards, primary commercial streets in the Agency's downtown Niagara Falls program area, including Third Street, Old Falls Street, First Street, Niagara Street, and Rainbow Boulevard.

Street Wall. A continuous wall face created by a collection of building façades of commercial and/or mixed-use buildings along an urban street.

Transom. A window or fenestration in a building façade located above an opening such as a door or display window oriented horizontally and/or built on a horizontal crossbar; sometimes hinged on the top to allow it to swing open for ventilation.

Yard, Front. An open space extending the full width of a lot measured from a front property line abutting a public right-of-way to the nearest exterior wall of the building (excluding exterior porticos, porches, terraces, or similar partially enclosed structures). A lot may have more than one front yard depending on the number of public rights-of-way upon which it abuts.

Yard, Rear. An open space extending the full width of a lot bounded in rear by the rear property line and bounded in the front by the nearest point on the rear-most building or structure on said lot or parcel.

Yard, Side. An open space extending from the front yard to the rear yard and lying between the side property line and the nearest building or structure on said lot or parcel.

2 Site Planning and Site Design Standards

2.1 Overall Intent

Site planning and site design involve the placement and design of various features associated with a project – buildings, walkways, landscape, and parking – and the relationship of these features to the street and adjacent buildings.

The standards in this chapter are intended to define relationships, characteristics, and coherence of site features in order to ensure projects contribute to the District's theme.

2.2 Building Siting and Site Design

"Street walls" define the edges of urban corridors, which together with sidewalks/streets and the sky plain, form spaces and exterior activity areas that urban designers often refer to in the metaphor of an "urban room."

Standards

- Building location and spacing should be consistent with existing patterns on the block. New buildings should be positioned to conform to the established setback (minimum 10 feet and maximum of 25 feet from the public right-of-way).
- Width of new buildings should be consistent with existing buildings.
- Structures should be sited in such a way that is appropriate for the form and style of the structure and, where applicable, complements adjacent building siting and orientation.
- Except in limited situations in campus or estate-style development (see below), the primary entrance to a principal structure shall be required to front upon a public street.
- Campus or estate-style site arrangements (i.e., involving two (2) or more principal buildings on a single lot of record) may be permitted on lots of one (1) acre or greater in area, provided that either: 1) one or more of the principal structures on the campus or estate is placed along the lot frontage in accordance with the established front yard setback (minimum 10 feet; maximum 25 feet); or 2) campus or estate structures are oriented inward with a landscaped forecourt and a front ornamental wall or fence is placed within the established front yard setback (minimum 10 feet; maximum 25 feet) to support continuity of the street wall. See Section 1.13 Walls and Fences for information on wall and fence design.
- Entrances to private parking garages shall not front upon a public street, but may front upon a public alley right-of-way.

2.3 Arrangement of Uses within Structures

Although the District is predominately zoned for residential uses, the proposed update to the City's Zoning Code would allow in the District a limited range of commercial uses, which are currently prohibited. For this reason, it is important to provide guidance on the arrangement of uses within structures. Accordingly, this section pertains to the location and arrangement of uses within a building with intent of encouraging maximum opportunities for pedestrian-scaled, street activity.

- Active uses that engage pedestrians shall be located along the ground floor of buildings on all street frontages.
- In mixed-use buildings, residential uses should be located on the second floor and higher. Office uses that do not typically attract high pedestrian traffic can also be located on the second floor.

2.4 Driveways and Parking

The historical configuration of the neighborhood typically allowed no more than two vehicles at each property. The Buffalo Avenue addresses (and some of the Riverside Drive, Whitney Place and Hillcrest houses) had parking accessed

from the rear via publicly- or privately-owned alleys. This section governs the overall orientation, placement, and design of driveways and parking garages in the context of enhancing street-level appearance and activity in the program area.

2.4.1 DRIVEWAYS

- Driveways shall be a maximum of 10' wide when located in front yards.
- Driveways should be composed of exposed aggregate concrete or unit paver material. Asphalt is acceptable. Loose rock or compacted soil is not acceptable for drives.
- Driveways should extend toward the rear of the property where a garage would be located.

2.4.2 GARAGES

- Parking garages that are an accessory use to a commercial or mixed-use building shall be designed to be integral to an overall building design, with consistent materials and massing of the principal building/use.
- Private garages shall be located at the rear of the lot, or with a minimum front setback of 35 feet from the public right-of-way. Detached garages are preferred -- possibly connected to the main building through the use of breezeways.
- Private garages should utilize colors and massing that coordinate with the site's primary structure.
- Where possible, garages shall be located on alleys in order to maintain the historical pattern, and to minimize pedestrian/vehicular conflicts along the building frontages on major streets.
- Where a configuration of a parcel prohibits preferred siting of a parking garage as noted above, façades along street frontages shall conform to the overall principals of the architectural standards in Chapter 3.

2.4.3 SURFACE PARKING LOTS

- Off-street parking must be behind or to the side of the building. Rear alley access to parking areas should be encouraged when available, especially for multi-family dwellings or mixed-use structures.
- The siting of rear parking lots is encouraged to include locating lots to allow vehicles to travel from one private parking lot to another without having to enter the street (i.e., reciprocal access).
- Where feasible, access driveways to rear parking lots are encouraged to be located on minor side streets or alleys in order to minimize pedestrian/vehicular conflicts along the building frontages on major streets.
- Where feasible, pedestrian access to rear parking lots from a major street is encouraged to be provided via pedestrian access easements.
- In certain circumstances, existing parking areas located in side yard areas may be retained provided they are adequately screened from major streets.
- If parking is visible from street, it must be appropriately screened using a combination of masonry (i.e., consistent with materials/colors in adjoining buildings) and black ornamental metal fencing (i.e., wrought iron or commercial-grade, heavy-gauge, galvanized steel with rust-proof finish) of at least four and no more than six feet in height. Incorporation of appropriate landscaping as part of such a screening technique is required.
- Unacceptable/prohibited methods of parking lot screening shall include chain link fencing; stockade or other similar type of wood fencing; concrete masonry units that are inconsistent with materials used on adjoining buildings; and/or screening consisting exclusively of landscape material (i.e., given difficultly in maintaining as effective screening).
- Refer to City of Niagara Falls codes for lighting and drainage.

2.5 LANDSCAPING

The District evolved as both a residential and industrial area. The landscape should reflect those original uses, while responding to the theme of park neighborhood.

- Landscaping should respond to topography and streetscape conditions as well as building design.
- Lawns or garden plantings shall be retained in the setback area to maintain the historical relationship between buildings and the public realm.
- Landscaping should emulate the historical paradigm, which consisted of perennial plantings, flowering bushes and low borders along the front porches.
- Native species should be utilized as much as possible.
- Trees, shrubs and lawns must be regularly maintained through mowing, pruning and trimming.

2.6 Walls and Fences

Walls, fences and other types of enclosures can greatly enhance the character of an urban setting as they can become additional elements in the streetscape. However, if not appropriately located and constructed with quality materials, these yard dividers can also detract from a neighborhood's ambiance. The following are standards for walls and fences intended to ensure such partitions are positive additions to the District.

- Fence heights and materials shall be compatible with their site location and surrounding development.
- Although generally discouraged, fences in the front yard shall be more formal in design and lower in height when sited close to the street or sidewalk.
- Fences in the rear yard offer more flexibility with greater allowance for height and design.
- All side fences shall be limited to a maximum of six (6) feet in height.
- The finished side of all walls and fences must face the common property line boundary, or the public way.
- Only the following fence materials shall be allowed: painted wood, wrought iron (or aluminum closely resembling wrought iron), stone, brick or brick faced concrete.
- All other fence materials, including chain link, vinyl-clad chain link, wood stockade, PVC, plastic, or other similar materials are prohibited unless substantially screened from public view by landscaping or other means.

3 Architectural Design Standards

3.1 Overall Intent

The design standards in this chapter are primarily intended to reinforce the heritage theme sought for the District, as described in Section 1.2 by addressing architectural components of buildings. To that end, adherence to basic design criteria will help to protect the historical integrity of existing structures, as well as to ensure quality construction of new structures that are compatible with existing District building fabric. Accordingly, these architectural design standards apply to both existing buildings and new, infill construction.

More specifically, these design standards identify how existing structures can maintain design integrity through appropriate maintenance practices, restoration and, when necessary, replacement of materials or architectural components. Additionally, traditional design features of former and existing District buildings should be used to guide the design of new structures, particularly with respect to massing, scale, materials, colors, and architectural features.

The language in this chapter is not intended to dictate the use of any specific architectural style; rather it is intended to call attention to typical architectural components for the purpose of achieving a level of design continuity throughout the District. New and creative interpretations of traditional design are permitted and encouraged, provided they adhere to the general design principles outlined in this chapter.

Exceptions to these standards may be made if the proposed design is deemed to be of extraordinary quality yet compatible with the design theme and intent of the District.

3.2 Building Form and Type

Building form and type significantly influence the look and feel of the District. The building form and scale of structures in the neighborhood have historically ranged from large residential mansions to sizable apartment buildings to a factory. The following are building types that contribute to the District theme, and that are acceptable as infill development.

Architectural Style

3.2.1 RESIDENTIAL-SCALE

The existing neighborhood fabric is primarily comprised of residential structures, which have a commonality of mass and density that can be treated as a cohesive element in the District. Most of the existing residential buildings contribute to the District theme, as they were built in the late 19th or early 20th century. Because the District has lost a significant portion of residential building fabric over the past 30 years, it is critical to protect and restore this built form since it is the foundation of the heritage theme. This domestic-sized development type with varied mass blocks, bays, porches, gables, dormers, and porte cocheres should continue to be the predominant built form within the District.

3.2.2 MEDIUM-SCALE

There are a few locations within the District where a grouping of sites would allow for a medium-scale building. The former Lockeil Apartment Building that once stood at the corner of Buffalo Avenue and Third Street is a good representation of the form and size of a medium-scale development, and its design qualities, such as consistent belt courses, string courses and water tables to delineate various levels, should be emulated.

However, in order to adhere to the heritage theme, this type of development should not overwhelm the District landscape with respect to both scale and quantity. Over-use of this development type would diminish the focus on the residential-scale development. Nonetheless, medium-scale development is permitted in the District, but in the instances where such development could occur, careful attention must be paid to the placement and orientation of the building with respect to neighboring residential scale development. Additionally, the building shall be primarily a residential use with retail space limited to 5,000 square feet at the ground level. Large, non-residential construction would be wholly inappropriate to the District theme.

3.2.3 400 BLOCK OF BUFFALO AVENUE (NORTH SIDE)

During the District's period of significance, the north side of the 400 Block of Buffalo Avenue was home to the aforementioned Shredded Wheat Factory. This ancestry provides a unique precedent for construction of a large infill building in the core of the District. However, due its size in square feet and height, such development would not be permitted under the proposed CNF zoning amendment. Nonetheless, special consideration for this site should be allowed in order to help reinforce the residential/industrial coexistence stated in the theme, provided stringent adherence to design standards is met.

The following are design standards specific for a unique development opportunity on the north side of Buffalo Avenue's 400 Block. These standards are in addition to all other design criteria herein. Should residential-scale or medium-scale development occur on this particular site, these standards would not apply.

- This site should be developed as a focal point of the District based on the historic precedent of the Shredded Wheat Factory, i.e., the "Palace of Light".
- Any such development must be a mixed use facility with retail space on the first floor.
- The building should be oriented along the existing alley and have varied setbacks from Buffalo Avenue. The center portion of the structure should have a zero lot along Buffalo Avenue similar to the original factory.

- The building should be comprised of hipped roof lines; flat roofs are discouraged.
- Natural daylighting through large windows between masonry piers should be a significant factor in scaling and massing of the structure.
- The building should have warm colors that emulate the original factory and that blend well with existing structures in the District.
- Below grade parking is strongly encouraged. Surface parking may be permitted on what was the front lawn of the factory to provide parking primarily for the first floor retail uses. However, front yard landscaping shall provide a sufficient buffer between the parking area and the public sidewalk Front yard green space and public amenities shall be provided consistent with the proposed public uses.

3.3 Building Height

Buildings in the District historically were 2 ½ to 3 stories in height and were comprised of varied site lines, roof shapes, projections and heights, which collectively contributed to the uniqueness of the neighborhood. However, the buildings also had similar heights and elevations that provided a level of continuity within the District. Both qualities are encouraged to continue.

- All structures shall be a minimum of 25 feet and a maximum of 45 feet in height. The 400 Block site would be an exception to this requirement, provided a proposed development conforms to design criteria outlined in Section 2.2.3. In this case, the development should be a minimum of 45 feet and maximum of 80 feet in height in order to emulate the strong presence of the former Shredded Wheat Factory.
- New buildings or altered existing buildings, including all appurtenances, must be constructed within 15% of the average height of existing buildings on the block.
- Wherever feasible, floor to floor heights should approximate the existing building in the block.
- When feasible, new residential structures shall have their first floor elevation approximately the same distance above the front-grade as the existing buildings in the block.

3.4 Materials and Surfaces

The materials and surfaces of buildings are aspects that define their individuality and express historical tastes and methods of construction. The scale and texture of material elements are specific to the era of construction. District structures were predominately constructed with traditional building materials such as wood, brick, stone, stucco and tile. Applied with a high level of craftsmanship, these materials were arranged in various combinations among the many design styles resulting in a rich architectural heritage for the District.

Accordingly, materials used in the construction or rehabilitation of structures in the District should match or be reminiscent of materials used in the highest-quality examples of residential structures in the District.

3.4.1 BUILDING FOUNDATIONS AND RETAINING WALLS

The following materials are permitted for use in the construction of foundation and retaining walls.

- Rough and cut stone
- Rusticated masonry
- Various types of high-quality concrete-based products to emulate stone or rusticated masonry finishes (e.g., cast stone)

3.4.2 BUILDING WALLS

The below materials are encouraged for use on building walls.

- Painted wood clapboard
- Cedar shingles
- Cement fiber board or wood composite materials that emulate traditional paint-able wood clapboard
- Brick masonry
- Finished/ cut stone
- Various types of high-quality concrete-based products to emulate stone or rusticated masonry finishes (e.g., cast stone)
- Stucco/ exterior plaster
- Terra cotta
- Limited types of high-impact exterior insulation and finish systems (EIFS) that involve a durable, smooth trowel finish that emulate historic stucco finishes

3.4.3 TRIM AND DETAILING

- Painted wood
- Cement fiber board or wood composite materials that emulate paint-able wood, metal, finished stone
- Masonry or formed concrete
- Various types of high-quality concrete-based products to emulate stone or rusticated masonry finishes (e.g., cast stone)
- Terra cotta

3.4.4 PROHIBITED MATERIALS

Use of the following materials are not permitted.

- Pre-engineered metal structures
- Composite (engineered) wood clapboard
- Used brick with no fired face (salvaged from interior walls)
- Imitation stone or brick made from synthetic materials such as fiberglass or plastic
- Unfinished concrete masonry unit (CMU)
- Vinyl or metal siding
- Other EIFS
- Plastic panels
- Reflective, mirrored, tinted, or opaque glass

3.4.5 MATERIALS NOT LISTED

Materials resulting from new technological advances may be permitted, subject to USA Niagara approval, provided such materials meet the overall design objectives for the District.

3.4.6 MATERIAL APPLICATION

The following standards shall apply to the application of building materials.

- Original materials on existing structures must be kept in place.
- Missing elements should be replaced using materials that match, whenever possible, the physical properties, design,

color, texture, and appearance of the original. The use of imitation replacement materials is strongly discouraged.
- Combinations of the aforementioned materials are encouraged or acceptable in the design of new buildings.
- Exterior materials should wrap around the house, rather than be applied only to the front for "curb appeal" purposes.
- Traditional building materials may be applied using modern construction techniques and practices.

3.4.7 MAINTENANCE

Proper upkeep and maintenance of surface materials is important to ensure the longevity of building components.

- Ordinary maintenance and repair of any architectural feature, which does not involve a change in design, material, color or outward appearance is acceptable.
- Deteriorated architectural features should be repaired rather than removed or replaced.
- Surface materials shall be cleaned only when necessary to remove heavy soiling or to stop deterioration.
- Surface cleaning shall be done by the gentlest means possible. Sandblasting and other cleaning methods that damage exterior architectural features are not permitted.
- Historic mortars, appropriate to the age of the building, must be used in order to protect the aged masonry.

3.4.8 PAINTING

- Wood clad structures in the District have depth and natural variances present in the material, and shall be painted or stained (colored stain) regularly and appropriately to maintain the integrity of the material.
- Masonry structures, particularly brick and stone, shall not be painted. Painting stucco surfaces is permitted.
- Masonry structures shall limit surface painting to trims and accent features on metal, wood, cornices, and window frames.

3.4.9 COLORS

The following standards shall apply to the use of colors.

- Historically appropriate paint colors shall be used to maintain and enhance the rich and varied appearance of the neighborhood.
- Color combinations shall be appropriate to the time period and architectural style of the structure.
- Property owners should reference historic palettes available at many commercial outlets for suggested colors and combinations (see *Appendix 1*)
- Coloration of masonry structures shall be achieved by use of the inherent color of natural building materials rather than the application of color to the surface of materials.
- Mortar color of existing structures must be compatible with the original mortar of the building.
- Medium density structures should exhibit earth tone colors evident of the natural color of a particular building material – shades of brown, tan, sand, brick red, terra cotta, grey, etc.
- Window/door frames on residential-scaled structures can range in color, but should complement the overall color scheme of the structure. Window/door frames on medium-density structures are encouraged to use dark bronze, brown, or black.
- All window/door frames and elements should have the same color, except for prominent architectural element, such as pediments, which can have a different, but still, complementary color.
- Architectural elements should match, or subtlety contrast with appropriate color/tone, the window/door frame color. This applies to fascia, cornice material, columns, railings, etc. on residential-scaled structures and to cornices,

pilasters, piers, etc. on medium density structures.
- Bright or garish color tones on window/door frames or architectural elements are not acceptable.
- Awnings and canopies can consist of bright or prominent color, but the selected color must accent the predominate color of the larger structure.

3.5 Architectural Elements

The character of the District has resulted from a rich collection of architectural styles with a range of individual features. It is important that these architectural elements, which provide detail, texture and depth to a building, contribute to the District's character.

3.5.1 BUILDING ARTICULATION

While specific architectural styles and/or interpretations may vary, new infill structures shall generally incorporate elevation features consistent with the range of elements in surrounding residentially-scaled structures.

- Buildings shall be articulated and incorporate elevation features to sufficiently define their bottom (i.e., foundation), middle (main building levels), and top (roof).
- Designs should focus details on places where vertical and horizontal elements meet, such as roof peaks, the ends of the fascia boards, column capitals and bases, porch railings, and window trim.
- Elevation features should have depth, avoiding a flush or flat appearance.
- Building components such as porch, window, and elevation components should all be aligned with patterns exhibited along the street face to the greatest extent feasible.

3.5.2 ROOFS

- Flat roofs are prohibited on buildings/ structures or portions of buildings or structures that front upon or are visible from public streets, with the exception of medium-scaled structures, i.e. apartment buildings.
- Roofs should be comprised of simple roof lines with an expressed hierarchy of a steeper primary roof with shallower pitched ancillary roofs or dormers added to expand the roof volume or to allow windows in upper levels.
- Various types of sloped roof types may be used and shall be a function of the overall architectural style of the proposed structure(s). Sloped roof types that may be employed include, but would not be limited to: gable, cross-gable, hipped, cross-hipped, gambrel, and mansard.
- Where applicable, roofs should be consistent with the relatively steep slopes existing in the district, but no less than "7 on 12" (i.e., at least 7 inches of rise over 12 inches of run).
- The application of surface details that imitate the appearance of a sloped roof on a flat roof structure (e.g., use of mansard roof panels on a side flat-roofed structure to imitate the appearance of a sloped roof) is prohibited.
- Roof materials can be slate, tile or asphalt shingles (brightly colored asphalt shingles or metal roof panels are not permitted).
- Skylights, solar panels, satellite receiving units and other roof top accessories should be compatible with existing building design, and should not be prominently visible from the street.
- Gutters and downspouts should be made of color-finished aluminum, sheet metal or other non-corrosive material. The color of the finish should be complimentary to color pallet used on the structure. Gutters should not be made of raw or unfinished aluminum or steel.

3.5.3 WINDOWS AND DOORS

Windows and doors are highly visible elements of existing buildings in the District. Historic windows and doors are characterized by multi-faceted mullions and muntins, and panels with deep relief. These qualities provide a layered effect that contributes greatly to the authentic appearance of the neighborhood.

- Windows and doors, original to the house, must be retained and repaired, when necessary, rather than replaced.
- Replacements units can be installed if existing windows or doors are functionally obsolete, and must be of similar appearance, size and material.
- Windows and doors should be in the similar vertical and horizontal proportions and styles as in the neighboring structures.
- Vertically-oriented windows (roughly two units tall to one unit wide) should be used to reinforce the general rhythm along the street.
- Grouping several vertical windows together is preferred over installation of a single, horizontal “picture window”.
- Placement of wall openings should be at a consistent elevation along the street.
- Smaller, horizontal windows and ornamental windows can be used as accent elements, but should limited in use.
- Typical, four inch trim should be installed around windows and doors to outline the opening and to add depth to the structure.
- The use of traditional materials for window trim components (e.g., painted wood or metal) is encouraged, however, other types of materials/combination of materials may be acceptable in light of durability needs and how the use of such materials fit into the overall context of the structure’s design.
- Windows are encouraged to be operable.
- Glass blocks are not permitted (except for basement windows).
- Raw or unfinished aluminum is not acceptable for storm doors and windows.
- Windows shall be articulated, at a minimum, as double-hung, “one-over-one” panes of glass, although more detailed articulation of window panes (e.g., “four-over-one”, “six-over-one”, “four-over-four”, etc.) is permitted.
- Structural muntins are preferred. Free-standing divisions must be on the exterior of the window and never between the glass layers.
- Iron bars or other types of protective devices covering doors or windows (excluding basement windows) are not permitted.
- Storm windows/doors should be replaced with energy efficient glass rather than replacement of the entire unit.
- Caulking and weather stripping are highly recommended to improve energy efficiency by reducing influx of air around wall openings.

3.5.4 DETAILING

Buildings in the District are characterized by highly articulated detailing, including cornices, window and door surrounds, columns and pilasters, and pediments.

- Architectural details on existing structures should be retained and maintained in their original form, where possible.
- If elements are beyond repair and require replacement, they should be replaced with the same material.
- If it is not possible to use the same material, substitute materials may be used if those materials have the same appearance, scale and texture of the original.
- A building shall not be altered to create a false historic appearance; detailing that is not appropriate to the time-period and architectural style of the building may not be added.
- Architectural details on new buildings shall be compatible with existing details in terms of design and scale.

3.5.5 ADDITIONS

Additions to buildings shall be treated in a manner that does not detract from the historic character of the District.

- Additions should complement the original structure through appropriate scale, mass and shape.
- Additions on character-defining elevations, especially the street facing/front of the structure, are not permitted.
- Additions should not obscure or hide character-defining features of the original building.
- Additions should have detailing at similar height and depth as the original building.

3.5.6 PORCHES

Many residential properties in the District have usable front porches, which create a semi-private space where cultural ideals of family, community, and nature blend together. Front porches are an important characteristic of the District, as they encourage interaction between neighbors, put "eyes on the street," and introduce a distinctly urban and human scale to the community. Existing porches should be retained in original form and new construction is strongly encouraged to include front porches.

- Repair or replacement of porches must reflect the original appearance and use original materials, wherever possible.
- Porches should be oriented toward the front of the structure in order to create a welcoming transition from the public street to the private structure.
- Porches should be large enough to provide sufficient space for seating. At minimum, a porch should be 6 feet by 12 feet. A larger porch is encouraged, particularly a span across the front of a structure, provided the overall size of the porch fits appropriately and proportionately to the architectural style of the structure.
- Two-family homes or structures incorporating two levels of habitable uses (e.g., B&B, Inn) are encouraged to incorporate stacked porches, one for each level of living space.
- Porch components, such as columns, railings and spindles, should be consistent with the architectural style and color of the structure. Porch roofing materials should also be consistent with the main building.
- Porches may have a limited enclosure system for protection, but should remain relatively open.
- Complete porch enclosure is strongly discouraged. However, if necessary, such enclosure shall be done in a manner that reveals the original open configuration using historically compatible windows, recessed behind character defining railings, posts and detailing.

3.5.7 AWNINGS

Awnings were common on residential and commercial properties throughout the District's period of significance. Awnings regulate the amount of direct sunlight entering a building and subsequently reduce the amount of heat from the sun during the summer. Awnings are also a particularly attractive way to enhance and enliven the appearance of a building. Contemporary materials and construction methods make them cost-efficient.

- Shed-style awnings should be used for double hung or fixed sash windows.
- Box style awnings are appropriate for outward opening casement windows.
- Canvas or canvas type awnings are permitted. Aluminum or metal awnings visible from the street are not permitted.
- Operating frame awnings are preferred on the street side of structures. Fixed frame awnings are permitted on the back side of structures.
- Stripes were very common historically, and would be appropriate on any era building in the District, as would most solid colors.
- Colors should be chosen using the architectural style guidelines table (see *Appendix 1*). Additional information on awnings is provided in Section 3.5.9 Signs.

- Back-lit awnings are prohibited.

3.5.8 LIGHTING

Lighting serves an important function in illuminating areas for safety, creating a welcoming space, and highlighting architectural features. Additionally, light fixtures are important architectural elements that contribute greatly to a building's style.

- Original exterior light fixtures must be retained, and should be rehabilitated, whenever possible.
- If rehabilitation is not possible or original lighting is not present, appropriate replacement fixtures that are consistent with the building style, size and material should be installed.
- Lighting that highlights architectural features and enhances night time aesthetics of buildings is encouraged.
- Lighting recessed into cornices and porch elements that provides ambient light to the surrounding neighborhood is encouraged.

3.5.9 SIGNS

Although a mostly residential area, a limited range of commercial uses would be permitted under the proposed CNF zoning amendment. Such commercial enterprises would likely desire to locate signs on their property to identify and locate their establishment. Signage in the District should appropriately reflect this change from residential to commercial use. However, the original single-family residences did not have signage, and do not have built-in signboards or windows appropriate in size or placement for lettering. It is therefore important to treat identifying signs in a sensitive manner so they fit within the heritage theme.

Moreover, signs in this pedestrian-oriented neighborhood must be designed so as not to interfere with pedestrians along sidewalks yet still be visible for passing motorists. Other considerations such as location, style, color and illumination are also very important in designing an attractive, functional sign. The standards in this section address these issues and are intended to help business owners create quality signs that add to and support the character of the District.

It should be noted that the standards contained within this section represent *additional* standards to those required under applicable CNF regulations (e.g., zoning code, sign ordinances, etc.). They are not intended supersede any such existing CNF regulations; in the event of a conflict in requirements between these design standards and any requirement in the City Code, the requirements of the CNF shall govern.

- Small signs hanging from the cornice of a porch would be appropriate and where possible, should be used.
- Where no porch is on the street façade, attaching a similarly sized sign to the face of the building would be an acceptable substitute.
- If the face of a building is proximate to the sidewalk/street, the sign may be suspended from a bracket perpendicular to the building.
- Permitted total sign area (i.e., total square footage of signs for a particular establishment/use) shall be governed by City codes; all proposed signs shall be subject to City review and permitting.
- Small, free-standing signs on front lawns are acceptable, as many buildings are set back too far for other types of signage to be effective. These signs shall be limited to a maximum 16 square feet per side.
- If spot lighting is required, gooseneck lamps are acceptable to provide illumination for building mounted signs.
- Colors of a sign shall coordinate with the colors of the building.
- If awnings are on the building, they make an excellent location for signage. Lettering should be placed on the valence of the awning. This allows for improved view ability and permits easy changes in the signage since the

valences can be removed and re-lettered at minimal expense. Additionally, if the awnings are operable, the lettering would be visible in both the open and closed positions (for further information, see Section 2.5.7 Awnings).

- Portable A-Frame or "sandwich-board" signs shall meet the following design standards:
- A maximum of one sandwich-board sign per individual retail use/ service business (including food and beverage establishments) shall be permitted.
- Sandwich-board signs may be placed on the grassed area of the public right-of-way between the sidewalk and the business enterprise; placement between the sidewalk and the street is not allowed.
- Sandwich-board signs shall have a maximum sign face area of eight square feet per side, with a maximum sign face width of three feet measured from the sign legs. Sandwich-board sign bases shall be weighted with a minimum ten-pound ballast, incorporated into the overall design of the sign, to ensure stability in windy conditions. Use of improvised measures to secure signs (e.g., concrete blocks, sand bags, etc.) are prohibited. Sandwich-board signs shall be truly portable and cannot be permanently affixed to any structure or sidewalk, and must be removed from the public right-of-way at the end of each business day.

The following are sign that are prohibited from the District.

- Back lit or neon signs.
- Large, free standing pole or pylon signs.
- Non-accessory signs (e.g., billboards).
- Temporary or portable signs including portable lighted sign panels, vehicle-mounted signs, streamers, advertising banners, handbills or other similar types of signs features/types, except:
  - Banners associated with civic events and/or festivals or grand opening—after first receiving approval and a temporary se permit by the CNF.
  - "A-Frame", sandwich board signs, in accordance with criteria outline above.
- Signs encroaching upon a public right-of-way and/or attached to any element within a public right-of-way (e.g. lighting fixtures), except as specified in these standards and in City codes or regulations.
- All signs that do not conform to City codes/regulations and/or to these design standards should be removed or retrofitted to be in conformance.

3.6 Structures Listed on or Eligible for Inclusion on the National Register of Historic Places

Several individual structures may be listed on or be eligible for inclusion on the National Register of Historic Places (NRHP). In addition to standards set forth herein, rehabilitation of NRHP-eligible structures within the program area shall also conform to the Secretary of Interior's Standards for Rehabilitation (see Appendix). Should conflict between the District design standards and the Secretary of the Interior Standards arise, the Secretary of the Interiors standards shall prevail.

Prior to final approval of a grant application, for National Register Eligible structures the property owner and USA Niagara shall undertake SHPO consultation to ensure that the proposal conforms to the above standards.

4 Review Procedures

4.1 Overall Intent

The Agency may invite, solicit, or accept proposals for the grant program for rehabilitation or new development in the Agency's program area in accordance with these standards, as well as all applicable federal, state, and local laws, rules, and regulations relating to development in the City of Niagara Falls. The Agency will be responsible for selection, designation, and approval of grants for all development proposals, which shall be submitted and reviewed in three separate stages, as listed below.

The Agency, in their sole discretion, may waive, amend, supplement, or modify the submission requirements to best address the features and review requirements of a particular application.

4.2 Schematic Proposal

4.2.1 INTENT

This submission by the Developer is intended to allow informal review by the Agency and the City to clarify basic assumptions and conceptual issues.

4.2.2 SUBMISSION REQUIREMENTS

The Developer must submit to the Agency the following information for review and approval prior to submitting a Schematic Proposal for development:

- Letter of Intent.
- Conceptual Site Plan. Minimum scale: 1/16" = 1'-0".
- Conceptual Ground Floor Plan indicating Uses, Access, and Entries. Minimum scale: 1/16" = 1'-0".
- Conceptual Elevations of Building Facades. Minimum scale: 1/16" = 1'-0".

4.3 Preliminary Proposal

4.3.1 INTENT

This submission by the Developer permits formal review and evaluation of the proposals in terms of appropriateness and conformity with requirements and objectives of these standards. It is also used to secure agreement on and approval of the general design and development concept by the City and other applicable jurisdictions before actual work by the Developer occurs.

4.3.2 SUBMISSION REQUIREMENTS

The Preliminary Proposal shall contain the following elements:

- A Site Plan at an appropriate scale describing the proposed use of the land, buildings, walks, parking areas, driveways, and pedestrian and vehicular use, open spaces including landscaping, with square feet calculations noted.
- Conceptual building plans, elevations, and sections showing organization of building functions/spaces, window fenestration, detailing, and façade materials, and other items to show compliance with the purpose and intent of the architectural design standards. These shall include:
    - Site Plan indicating building mechanical, electrical, and plumbing systems and connections. Minimum scale: 1/16" = 1'-0".
    - Site Plan indicating building perimeter, landscaping, grading, and paving. Minimum scale: 1/16" = 1'-0".

- Ground Floor, Roof, and Typical Floor Plans. Minimum scale: 1/16” = 1’-0”.
- Building Elevations indicating planar elevation changes, bulkhead, and roof elevations. Minimum scale: 1/8” = 1’-0”.
- Building sections indicating building heights. Minimum scale: 1/8” = 1’-0”.
- Front-wall Elevation indicating material treatment, location of marquees and cornice details. Minimum scale: 1/4” = 1’-0”.
- Outline Specifications for basic mechanical systems, exterior materials, and colors.
- An analysis of pertinent building requirements in tabular form, showing how the proposed development meets each provision. A written statement of the proposal including floor area, type of building construction, number of parking spaces, preliminary cost estimates, phasing when appropriate, and other data that may assist in reviewing the proposal. Information regarding the Developer's experience and financial ability and method of proposed financing to carry out the proposal.
- Other information deemed by the Agency to be necessary to render a decision on the project.

4.3.3 SITE PLAN REVIEW AND OTHER APPROVALS

Following a determination by the Agency that the Developer’s submission meets the completion requirements of this section, the Developer shall apply to the City for Site Plan Review in accordance with City of Niagara Falls requirements and other appropriate jurisdictions for any other necessary reviews/approvals. Upon approval by the City and these other jurisdictions, the Developer may proceed with the final proposal.

4.3.4 STATE HISTORIC PRESERVATION OFFICER CONSULTATION

For rehabilitation projects involving buildings that meeting eligibility criteria for inclusion in the National Register of Historic Places (NRHP)1, the Preliminary Proposal shall be forwarded to the SHPO for review and consultation, concurrent with any necessary City review and approvals. Upon completion of the SHPO consultation process, the Developer may proceed with the final proposal.

4.4 Final Proposal

4.4.1 INTENT

This submission by the Developer documents the final design of the development proposal which shall serve as the basis for the grant agreement between the Agency and the Developer. It shall incorporate any and all revisions, refinements, and conditions arising out of reviews/approvals from the Agency, City, and other jurisdictions.

4.2.2 SUBMISSION REQUIREMENTS

The final proposal submitted by the Developer shall contain the following elements:

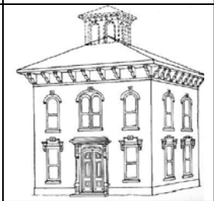
Site and construction plans conforming to the approved preliminary proposal, with any changes that may be required. The plan shall indicate all landscaping and site development details including walls, fences, plantings including tree plantings, outdoor lighting and street furniture, signage, ground surface materials, bounding streets, points of vehicular and pedestrian access, number and type of parking facilities, utility lines and connections, existing and proposed grading and draining, and public easements to remain. Specifically this shall include:

- Updated Site Plans, Floor Plans, Building Sections, and Elevations. Minimum scale: 1/8” = 1’-0”.
- Plans, sections, and architectural elevations with typical exterior details, including marquees, cornices, open spaces, and plazas. Minimum scale: 1/4” = 1’-0”.

- Samples of all exterior surface materials.
- Updated outline specifications.
- Mechanical, Electrical, and Plumbing drawings (if applicable for review).
- Work to be done by others and the responsible party identified.

Details of material and specifications including construction cost estimates. written statement noting major building dimensions and gross area of buildings, open space, proposed division of work between the Developer and public agencies (if applicable), evidence of equity capital and mortgage financing, and proposed time schedule for construction, including phasing if appropriate.

Attachment 2: Historic Architecture Index

	Georgian	Federal/Adam	Greek Revival	Gothic Revival	Italianate	Tudor	Queen Anne	Dutch Colonial	Mediterranean	Neo-Classical	Craftsman/ Bungalow
	1700-1780	1781-1820	1875-1860	1840-1880	1840-1885	1840-1885	1880-1910	1880-1940	1890-1915	1895-1950	1905-1930
											
Roof, Chimney and Dormers	• Hip or side-gabled roof • Half-round and pedimented dormers	• Hip or side-gabled roof	• Gabled or hip roof of low pitch • Pedimented dormers	• Steeply pitched roof, often cross gabled • Decorative vergeboards	• Low pitched roof, often hip style	• Steep, side-gabled roof • Highly decorative chimney with multiple pots	• Steeply-pitched, multi-faceted roof • Intricately detailed chimneys with multiple pots • Dormers of varied size and shape	• Gambrel Roof • Side gabled/gambreled	• Low pitched roof, often of clay tile • Overhangs with brackets	• Prominent cornices and roof balustrades • Pedimented and highly detailed dormers	• Multi-layered roof • Hipped or side-gabled • Shingles • Deep, bracketed overhangs
Exterior Details	• Prominent multi-layered cornices • Dentil moldings • Quoins • Pilasters • Belt Courses	• Prominent multi-layered cornices • Dentil molding	• Wide, divided cornices • Columns or pilasters (round or square), often full-height leading to a pediment • Flat, Smooth wall surfaces • Rectilinear shapes and forms	• Finials • Gothic Arches	• Wide overhanging eaves supported by decorative brackets	• Asymmetrical facades • Masonry surfaces, often brick with stucco • Half-timbering	• Multi-layered cornices • Intricate railings, posts, cornices and detailing • Brackets • Exterior surfaces clad in varied materials and textures • Geometric projections • Towers	• Prominent, multi-layered cornices • 1½ story • Masonry	• Stucco wall surfaces • One story columns and pilasters, sometimes paired • Decorative Stone work	• Columns with decorative classical capitals • Highly symmetrical • Masonry or smooth surfaces	• Varied wall surfaces and materials • Some Tudor style half-timbering • Stucco and shingle very common • Natural finishes or earth tones
Fenestration	• Double-hung, divided sash windows • Large or paired windows • Palladian windows • Shutters	• Double-hung, divided sash windows • Palladian windows • Large or paired windows • Shutters	• Double-hung or casement, multi-panes windows	• Window crowns/drip moldings • Gothic arched (pointed) or square windows • Bay windows	• Tall, narrow windows, often arched or curved with decorative surrounds and hoods • Bay windows with articulated crowns	• Tall, narrow multi-paned casement windows, often metal with leaded glass • Decorative brick window surrounds • Bay windows	• Large single pane windows, varied sizes, shapes and styles, often ornamental	• Double-hung, divided sash windows	• Multiple windows	• Balanced fenestrations • Elaborated window surrounds	• Ribbon windows • Casement windows or double-hung with divided upper
Entry	• Center entrances • Columned entry porches or stoops • Prominent pediments above entry doors • Sun Porches with full-wall multi-pane windows/doors	• Columned Stoops • Center entrances • Prominent pediments and fanlights above entry doors • Sidelights flanking entry	• Entry porches with columns • Entry door surrounded by narrow transoms and sidelights • Double entry door	• Entry or full-width one-story front porches	• Double entry doors • Entry Porch with intricate detailing and slender columns	• Front porches absent or recessed	• Partial or wrap-around asymmetrical porch		• Arched above doors, and principal windows or beneath porch roofs • Tile steps/porch floors	• Full height entry porch or pronounced pilasters • Elaborate entrance door and surround • One story side wings/porches	• Porches, especially at entrance
Colors	• See Dutch Colonial	• See Dutch Colonial	• See Dutch Colonial	• Deep colors with light columns mimicking stone • Cottages in light shades with subtle trim colors	• Light shades on the body with contrasting single color trim and detailing	• Deep colors or darkly stained wood • Contrasting base colors, lighter to accent wood, never stark white	• Multi-chromatic • Vivid and contrasting shades • White trim	• All Colonial Revival utilized colors that represented stone precedents • Gray and white trim • Yellow was popular	• Body of house in light colors to reflect California origin of style • Trim white or light shade of color	• See Dutch Colonial	• Deep, rich colors • Layered or multiple hues to accent detailing and trim
Materials in the District	• Clapboard • Brick	• Brick	• Stone	• Stone • Clapboard	• Wood • Stucco	• Brick • Stucco • Half Timbering	• Shingle • Clapboard • Brick	• Clapboard	• Stucco • Stone	• Brick • Stucco • Stone	• Brick • Stucco

Attachment 2: Secretary of Interior's Standards for Rehabilitation

The Secretary of the Interior's Standards for Rehabilitation (Department of Interior Regulations under 36 CFR 67) pertain to historic buildings of all materials, construction types, sizes, and occupancy and encompass the exterior and the interior, related landscape features and the building's site and environment as well as attached, adjacent, or related new construction. The Standards are to be applied to specific rehabilitation projects in a reasonable manner, taking into consideration economic and technical feasibility.

The Department has developed a document entitled *Illustrated Guidelines for Rehabilitating Historic Buildings* to help property owners, developers, and Federal managers apply the Secretary of the Interior's Standards during the project planning stage by providing general design and technical recommendations. Unlike the *Standards*, the *Guidelines* are not codified as program requirements. Access to these guidelines is available on the National Park Service website at: http://www.cr.nps.gov/hps/tps/tax/rhb/index.htm

The Secretary of the Interior's Standards for Rehabilitation

1. A property shall be used for its historic purpose or be placed in a new use that requires minimal change to the defining characteristics of the building and its site and environment.
2. The historic character of a property shall be retained and preserved. The removal of historic materials or alteration of features and spaces that characterize a property shall be avoided.
3. Each property shall be recognized as a physical record of its time, place, and use. Changes that create a false sense of historical development, such as adding conjectural features or architectural elements from other buildings, shall not be undertaken.
4. Most properties change over time; those changes that have acquired historic significance in their own right shall be retained and preserved.
5. Distinctive features, finishes, and construction techniques or examples of craftsmanship that characterize a property shall be preserved.
6. Deteriorated historic features shall be repaired rather than replaced. Where the severity of deterioration requires replacement of a distinctive feature, the new feature shall match the old in design, color, texture, and other visual qualities and, where possible, materials. Replacement of missing features shall be substantiated by documentary, physical, or pictorial evidence.
7. Chemical or physical treatments, such as sandblasting, that cause damage to historic materials shall not be used. The surface cleaning of structures, if appropriate, shall be undertaken using the gentlest means possible.
8. Significant archeological resources affected by a project shall be protected and preserved. If such resources must be disturbed, mitigation measures shall be undertaken.
9. New additions, exterior alterations, or related new construction shall not destroy historic materials that characterize the property. The new work shall be differentiated from the old and shall be compatible with the massing, size, scale, and architectural features to protect the historic integrity of the property and its environment.
10. New additions and adjacent or related new construction shall be undertaken in such a manner that if removed in the future, the essential form and integrity of the historic property and its environment would be unimpaired.